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| **ATTACHMENT D: BIDDER RESPONSE FORM** This form is broken into six sections: Section 1. Administrative Response; Section 2. EO 18-03 Response; Section 3. Certified Washington Small Business; Section 4. Certified Washington Veteran-Owned Business; Section 5. Quotation/Cost Response; Section 6. Written Response. Bidders must respond to all questions in the order and in the expandable space provided. If a question requires Bidder to submit additional documents, please attach them to this document and label them clearly as part of your response to this Attachment D.  |
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| 1 | **ADMINISTRATIVE RESPONSE (BIDDER INFORMATION)** – Required; Pass/FailBidder’s response to the questions in this Section 1, combined with the information provided in Bidder’s Submittal Letter and Certifications and Assurances, comprise Bidder’s Administrative Response to this Solicitation. While the Administrative Response is not given a number score, the information provided as part of Bidder’s Administrative Response may cause the entire Response to be disqualified and may be considered in evaluating Bidder’s qualifications and experience. |
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| 1.A  | From the list below, please identify your firm’s recruiting experience specialty (to include, if applicable, use of subcontractors). See RFQQ Section A.2. for specific descriptions. |
| Answer 1.A:  |

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| ☐ | Aging and Long-Term Support | ☐ | Economic Services |
| ☐ | Behavioral Health | ☐ | Facilities, Finance and Analytics |
| ☐ | Developmental Disabilities | ☐ | Information Technology |
| ☐ | Vocational Rehabilitation  | X | Only Executive Recruitments (experience not within a specialty listed above) |

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| B | Please indicate whether you employ or contract with current or former state employees. If the answer is yes, provide the following information with respect to each individual: 1. name of employee or contractor; 2. the individual’s employment history with the State of Washington; 3. a description of the Individual’s involvement with the response to this Solicitation; and 4. the Individual’s proposed role in providing the services under this any Contract that may be awarded. |
|  | ANSWER: Bidder is proposing previous Washington State employees. No proposed consultant has been employed by the State since 2001.1. Dennis Karras
2. Former State Director of Human Resources. Retired from Washington State service 2001
3. Dennis is involved in responding to this solicitation.
4. Dennis will be one of the principal consultants involved in providing executive search services to DSHS.
5. Marissa Karras
6. Former OSPI and Washington Department of Fish and Wildlife employee
7. Marissa is involved in responding to this solicitation.
8. Marissa will be one of the principal consultants involved in providing executive search services to DSHS.
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| C | Please list the names and contact information of three individuals you agree may serve as Bidder references and may freely provide information to DSHS regarding the reference’s experience and impressions of Bidder. In providing these names, Bidder represents that it shall hold both DSHS and the organizations and individuals providing a reference harmless from and against any and all liability for seeking and providing such reference. |
|  | ANSWER:Washington State Office of the Governor Kelly Wicker, Deputy Chief of StaffAddress: PO BOX 40002 Olympia, WA 98504Phone: 360-902-0612 Email: kelly.wicker@gov.wa.gov Contract description: Executive recruitment for Washington State Agency Directors including Department of Ecology, DSHS, Department of Health, Labor and Industries, Employment Security and WSDOT.Washington State AuditorPat McCarthy, State Auditor (Former County Executive, Pierce County) Address: 302 Sid Snyder Avenue SW Olympia, WA 98501Phone: 360-902-0361 (Teri Blair, Executive Assistant) Email: mccarthyp@sao.wa.govContract description: Executive recruitment for Deputy State Auditor and Director of Administrative Services and more than ten searches when she served as Pierce County Executive.Multnomah CountySerena Cruz, COOAddress: 501 SE Hawthorne Blvd Portland, OR 97214Phone: 503-705-1513Email: serena.cruz@multco.usContract description: Executive recruitments for Director of Homeless Services, Chief Diversity and Equity Officer, Health Department Director and Chief Human Resources Officer |
| D | Please indicate whether your Response contains any variations from the requirements of the Solicitation Document. If the answer is yes, list each variation with specificity and include the pertinent page numbers containing the variation. |
|  | ANSWER: No variations |
| E | Please indicate whether you are requesting that DSHS consider any exceptions and/or revisions to the sample contract language found in Attachment A. If so, state the page of Attachment A on which the text you request to change is found, and state the specific changes you are requesting and why. DSHS shall be under no obligation to agree to any requested changes and will not consider changes to contract language or negotiate any new language not identified in response to this question. |
|  | ANSWER: No exceptions or revisions to the sample contract |
| F | If Bidder considers any information that is submitted as part of its Response to be proprietary, please identify the numbered pages of Bidder’s Response containing such information and place the word “Proprietary” in the lower right-hand corner of each of these identified pages. |
|  | ANSWER: No proprietary information has been submitted |
| G | Please indicate whether you have had a contract terminated for cause or default within the past 5 years. If so, please provide the terminating party’s name, address and telephone number and provide a summary describing the alleged deficiencies in Bidder’s performance, whether and how these alleged deficiencies were remedied and any other information pertinent to Bidder’s position on the matter. “Termination for Cause” refers to any notice to Bidder to stop performance due to Bidder’s asserted nonperformance or poor performance and the issue was either a) not litigated; b) litigated with a resulting determination in favor of the other party; or c) is the subject of pending litigation. |
|  | ANSWER: None |
| H | Please identify any prior contracts Bidder has entered into with the State of Washington within the past 10 years and identify the dates and nature of the contract and primary agency contact for each.  |
|  | ANSWER: **Contract No. 23PR454 Washington Student Achievement Council Compensation Services** *Dates of service: 4/20/23 – 10/31/23* *Agency Contact: Karen Moton-Tate***Contract No. K4066 OFM Recruitment Services***Dates of service: 4/2023 – 3/2028* *Agency Contact: Leticia Gomez-Esposito***Contract No. K1732 Washington State Liquor and Cannabis Board Recruitment Services***Dates of service: 2/2023 – 4/2023**Agency Contact: David Postman***Contract No. F-287374-0 Department of Labor and Industries Recruitment Services***Dates of service: .9/2021 – 3/2022**Agency Contact: Joel Sacks***Contract No. K7498 ESD Recruiting for Executive Leadership Positions***Dates of service: 4/2019 – 12/2022**Agency Contact: Cami Feek***Contract No. 22-022 Washington State Investment Board Executive Search Services***Dates of service: 2019 - 2021**Agency Contact: Allyson Tucker***Contract No. K675-DB-2203 Washington State Auditor Recruitment Services***Dates of service: 3/2021 – 3/2022**Agency Contact: Pat McCarthy***Contract No. 05714 DES Master Contract Executive Search Services** |
| I | Please indicate whether Bidder has been the subject of a lawsuit or administrative proceeding alleging a failure to comply with laws relating to the types of services Bidder proposes to provide pursuant to this Competitive Solicitation. If the answer is yes, please list the nature of the allegations, docket number, disposition and date (if applicable) and Bidder’s explanation of how it has changed its practices or operations relative to any alleged deficiencies since that proceeding was filed. |
|  | ANSWER: No |
| J | Please describe your proposed plans for the use of Subcontractors in performing this contract, listing each Subcontractor, its proposed role and the estimated percentage of the Contract that will be performed by each Subcontractor. Please indicate whether each subcontractor self-identifies or is certified as a small business, a minority-owned business, a woman-owned business, a disadvantaged business enterprise, or a veteran-owned business. If the answer is yes, please identify the type of organization(s) and provide details of any certifications. Prior to issuing the awarded contract, please note that all Subcontractors must be approved by DSHS. |
|  | ANSWER: No subcontractors will be used |
| K | Please describe any programs, policies or activities of your organization that support human health and environmental sustainability in your business practices. If a program, policy or activity is specifically applicable to this Contract, please indicate so. |
|  | ANSWER: Listed below are some examples of the sustainable business practices our organization has adopted. Adoptingthese practices has made our organization more efficient and effective and allowed us to pass on cost savingsto our clients.• Office recycling• Use of recycled or renewable business materials and supplies• Email communication• Videoconference interviews• Digital interview materials and meeting materials• Videoconferencing for client meetings• Use of an electric vehicle for commuting to client sites |
| L | How do you incorporate diversity into your business organization and recruitments? |
|  | ANSWER: We conduct all recruitments through a diversity, equity and inclusion lens. Diversity is at the core of our values. At Karras Consulting, we believe that when people feel respected and included, they can be more creative and successful. We strive to recruit leaders who will build a workplace culture where diversity, equity and inclusiveness are not just a policy but embedded in the DNA of the organization.We have extensive experience conducting executive recruitments that involve working closely with broadconstituencies encompassing a wide range of perspectives. From leading recruitments duringGubernatorial transitions, where there is extensive advisory committee engagement, to conductingexecutive searches for local governments, all of our executive search experience involves developing a diverse and inclusive selection process that minimizes bias and incorporates a broad range of viewpoints and livedexperiences. The following describes techniques we have utilize in searches to develop an inclusiveselection process.Use behaviorally based interviewing techniques. One of the best indicators of a candidates’ future jobperformance is their past job performance behavior. We develop behaviorally based questions for youthat are EEOC compliant, and job related.We do not request salary history. While many states have passed laws making it illegal to ask about salaryhistory, it is still a common practice. We do not ask because pay inequity exists and salary information cantaint how candidates are viewed. Also asking for salary history can turn a salary that was potentially aresult of bias into an anchored bias.Standardized interviews. We recommend structured interviews where each candidate is asked the sameset of questions by the panel with the ability to ask follow-up questions specific to each candidate.Assemble diverse interview panels. Having differences of opinions on the interview panel will afford youthe perspectives to hire the best candidate. Diverse panel members telegraph to candidates that you areserious about diversity and inclusion and that you are open minded to the diversity of thought the panelwould bring forward.Use candidate interview score card. This technique standardizes the evaluation of candidates during andafter the interview process. The primary goal being the establishment of a method of consistent andobjective assessment across the interview process. When used properly interview scorecards helpremove potential interview bias.Provide interview panels with unconscious bias training. It is critical that unconscious bias of panelmembers does not negatively impact the hiring process. More than a dozen unconscious biases exist inthe interview process to include affinity bias, education bias, “like me” bias and intuition bias. While wefeel it is important to have diverse representation on all interview panels, we have also developed aproprietary bias training for interview panels that provides an understanding of how unconscious bias canhave an impact on how applicants are evaluated and the overall interview process. |
| M | Please describe any factors that may limit your firm’s ability to perform anticipated work as described in this RFQQ? |
|  | ANSWER: None |
| N | Confirm your firm has a well-developed nationwide recruitment referral network; a proven successful recruitment strategy; and access to highly qualified executive level candidates. |
|  | ANSWER (Yes/No):Yes |
| O | Confirm your firm and your presented Key Personnel have demonstrable experience successfully recruiting professionals and executives from diverse backgrounds, preferably for large public agency or large private firm.  |
|  | ANSWER (Yes/No): Yes |
| P | Confirm your Key Personnel will be available to meet the scope of work identified to continue through the contract end date.  |
|  | ANSWER (Yes/No): Yes |
| Q | Confirm your Key Personnel, who would be assigned to this Contract, have a good working knowledge of the recruitment industry, and the challenges of recruitment and retention of employees. *Please note* that any Key Personnel substitution during the Contract must have the prior written approval of DSHS. |
|  | ANSWER (Yes/No): Yes |
| R | Provide information on up to 3 recruitment searches your firm has performed within the past two years: |
|  | ANSWER:

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| **Client’s Size** (provide number of staff) | **Position Title**  | **Brief Description of the Duties/Responsibilities** | **Number of Qualified Candidates Presented** | **Was this a Successful Placement?** (Yes/No) |
| 16,000 | Secretary, DSHS | The Secretary of DSHS reports directly to the Governor and provides executive leadership, overall direction, and strategic vision to the Department in comprehensive administration, integration, accountability and coordination of care for individuals and families with economic, social, health, long-term care supervision or related needs.  | 13 | Yes |
| 5,600 | COO, Multnomah County | The Chief Operating Officer (COO) leads a diverse workforce of more than 5,600 FTE serving 800,000 residents. The COO is the operational leader of the organization, providing strategic leadership to advance the mission of Oregon’s largest safety-net provider.   | 23 | Yes |
| 1,850 | Secretary, Washington State Department of Health | The Secretary of Health reports directly to the Governor and serves on the Executive Cabinet. DOH has 1,852 employees and a biennial budget of $1.3 billion with a mix of funds from the state budget, federal agencies, fees, and dedicated accounts. | 18 | Yes |

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| **2** | **BIDDER EO 18-03 CERTIFICATION RESPONSE** – Required, Scored; Points available: 50 (for a No Answer to this question) |
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| EO | Are your employees required to sign, as a condition of employment, a mandatory individual arbitration clause and/or a class or collective action waiver?**Please Note:** Points for this question will be awarded to Bidders who respond that they do not require these clauses and waivers. If you certify here that your employees are NOT required to sign these clauses and waivers as a condition of employment, and you are the Successful Bidder, a term will be added to your contract certifying this response and requiring notification to DSHS if you later require your employees to agree to these clauses or waivers during the term of the contract. |
|  | ANSWER (Yes/No): No |
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| **3** | **BIDDER CERTIFICATION – CERTIFIED WASHINGTON SMALL BUSINESS** – Required; Scored,Points available: 100 |
| SB | Are you a Washington Small Business as defined under **RCW 39.26.010**?According to **Chapter 39.26.010 RCW**, to qualify as a Washington Small Business, Bidder must meet three (3) requirements: * 1. *Location. Bidder’s principal office/place of business must be located in and identified as being in the State of Washington. A principal office or principal place of business is a firm’s headquarters where business decisions are made and the location for the firm’s books and records as well as the firm’s senior management personnel.*
	2. *Size. Bidder must be owned and operated independently from all other businesses and have either: (a) fifty (50) or fewer employees; or (b) gross revenue of less than seven million dollars ($7,000,000) annually as reported on Bidder’s federal income tax return or its return filed with the Washington State Department of Revenue over the previous three consecutive years.*
	3. *WEBS Certification. Bidder must have certified its Washington Small Business status in Washington’s Electronic Business Solution (*[*WEBS*](http://www.des.wa.gov/services/ContractingPurchasing/Business/Pages/WEBSRegistration.aspx)*).*
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|  | ANSWER (Yes/No): Yes |
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| **4** | **BIDDER CERTIFICATION – CERTIFIED WASHINGTON VETERAN-OWNED BUSINESS** – Required; Scored, Points available: 100 |
| VB | Are you a Certified Washington Veteran-Owned Business as defined under **RCW 43.60A.190**?According to **Chapter 43.60A.190 RCW**, to qualify as a Certified Washington Veteran-Owned Business, Bidder must meet Four (4) requirements: 1. *51% Ownership. Bidder must be at least fifty-one percent (51%) owned and controlled by:*
2. *A veteran is defined as every person who at the time he or she seeks certification has received a discharge with an honorable characterization or received a discharge for medical reasons with an honorable record, where applicable, and who has served in at least one of the capacities listed in RCW 41.04.007;*
3. *A person who is in receipt of disability compensation or pension from the Department of Veteran’s Affairs; or*
4. *An active or reserve member in any branch of the armed forces of the United States, including the national guard, coast guard, and armed forces reserves.*
5. *Washington Incorporation/Location. Bidder must be either an entity that is incorporated in the state of Washington as a Washington domestic corporation or, if not incorporated, an entity whose principal place of business is located within the State of Washington.*
6. *WEBS Certification. Bidder must have certified its Veteran-Owned business status in Washington’s Electronic Business Solution (*[*WEBS*](http://www.des.wa.gov/services/ContractingPurchasing/Business/Pages/WEBSRegistration.aspx)*).*
7. *WDVA Certification. Bidder must have provided certification documentation to the Washington Department of Veterans’ Affairs WDVA) and be certified by WDVA and listed as such on WDVA’s website (*[*WDVA – Veteran-Owned Businesses*](https://www.dva.wa.gov/veterans-their-families/veteran-owned-businesses/vob-search)*).*
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|  | ANSWER (Yes/No): Yes |

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| **5** | **BIDDER’S QUOTATION/COST RESPONSE** – All Quotation Answers are required; Question 5.A. is the only question Scored, Points available: 100 |
| A | Provide your firm’s Commission Percentage Rate (based on the vacant position’s highest possible salary) that you are willing to accept in consideration for each recruitment. Bidder to only provide one rate. Please note that DSHS expects that the recruited positions’ highest possible salaries may range between $129,000 and $215,000. |
|  | ANSWER: 25% for all recruitments |
| B | Please fully describe any assumptions Bidder has made that affect its proposed total charges, if those assumptions are not explicitly addressed in Attachment A, Sample Contract. (not scored) |
|  | ANSWER: None |
| C | Propose a schedule of payments corresponding to its charges for successfully performing the tasks necessary to accomplish identified milestones corresponding to project objectives and performance measures within each phase. Bidders are required to collect and pay Washington State sales tax, if applicable. (not scored) |
|  | ANSWER: It is our practice to bill in three installments for work performed. An example of a scope of work and billing language is listed below.**Phase 1 Billing: 1/3 after completion of the following tasks:*** Meeting with client
* Develop recruitment timeline and workplan
* Design job announcement
* Place job advertisements

**Phase 2 Billing: 1/3 the completion of the following tasks:*** Target potential candidates
* Assess candidate pools (ongoing)
* Conduct preliminary interviews
* Provide and review candidate list with client

**Phase 3 Billing: 1/3 after the completion of the following tasks:*** Establish interview panel in partnership with client
* Select finalists
* Conduct finalist interview
* Select top candidates(s)
* Conduct background and reference checks
* Present candidate profiles and confidential reference reports for all finalists
* Placement of candidate

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***SECTION 6: BIDDER’S WRITTEN RESPONSE SHOULD BE***

***SUBMITTED SEPARATELY FROM ALL OTHER SECTIONS OF THIS FORM***

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| **6** | **BIDDER’S WRITTEN RESPONSE** – Required, Scored, Maximum Total Points Available: 900 |
| A | Describe the experience of your firm and how it is distinguished from other firms in your industry. |
|  | ANSWER: Karras Consulting is a small business, veteran-owned, father/daughter executive search firm headquartered in Washington State specializing in providing executive search services to the public sector throughout the Pacific Northwest. We have successfully conducted hundreds of executive recruitments and our track record of success is built on the foundation of solid performance, consistent delivery and quality services, with over 90% of our work derived from long-standing clients. Karras Consulting is a leader in providing executive search services. We bring a problem-solving approach to each assignment and our seamless network, time-proven processes, leadership assessments and broad expertise combine to ensure our clients maintain a competitive advantage through their people. We offer three unique characteristics you will require in an executive search consultant:1. Long-term sustained and successful experience providing executive search services, filling executive positions in state and local government.
2. Our candidate repository is broad, consisting of a proprietary viable pool of more than 2,000 highly qualified and successful public and private sector executives.
3. Your search will be conducted by our principal consultants, not assigned to junior associates. We have been involved in the recruitment and selection of hundreds of public sector executives.

While we recruit nationwide, we have an unparalleled understanding of the Pacific Northwest employment market. Our strong connections to the region are more important than ever in today’s employment market.We specialize in executive level searches. We have developed long-lasting relationships with clients and are proud that over 80% of our work is repeat business and referrals from satisfied customers. Our firm is in an excellent position to provide the balance and comprehensive approach that will identify the truly exceptional candidates who will have the leadership and vision to execute the Department’s strategic plan. We are more than a search service; we are experts in executive search, partners you can depend on to meet your recruitment needs.  |
| B | Describe your firm’s approach to successful executive level recruitments. |
|  | ANSWER: The objective of the contract is to assist DSHS in its national search efforts for key leadership positions within the agency on an as-needed basis. Our mission is to not simply search for competent executives, but rather leaders who have the management and technical skills, ethics, integrity, and experience to maintain and enhance the reputation of the organization. Together the leadership at DSHS and Karras Consulting will develop a list of the key competencies sought for each recruitment. All candidates will be measured by these profiles.**Pre-Search Activities and Project Review**A successful recruitment results from a logical and comprehensive plan linked to a strong working relationship and communications between the executive recruiter and the client. The following elements of the pre-search activities and project will be reviewed with you: * Project timeline and deliverables
* Scope of work
* Determine key stakeholders
* Identify ideal candidate qualities and competencies

Strong communication is essential for a successful recruitment. We will meet with DSHS Leadership, Project Manager, and others throughout the process. We provide comprehensive weekly written updates to keep the project manager apprised of the progress of the recruitment. We are always easily accessible during the recruitment to answer questions and provide updates. **Developing the candidate profile**Our firm will begin with a review of the duties of the position. The purpose of the review is twofold: First, it will allow us to gain a comprehensive understanding of the day-to-day duties, ongoing roles, and strategic responsibilities of the position. Second, the review enables our firm to provide direct input to the applicability of the current components of the job description, desirable qualifications, and performance standards. **Soliciting Input**An important step in our pre-search activities is to meet with the DSHS Leadership, Project Manager, staff and stakeholders to brainstorm the skills, abilities, knowledge and qualities necessary to succeed in the position. In the first weeks of the recruitment, we will interview key DSHS staff and meet with key internal stakeholders whose insights are deemed critical to the process so we can gain perspective to help us best represent the opportunity and assess potential candidates. This will help us to complete the overall picture of your organization. **Design advertising strategy**We go above and beyond the traditional job boards and print media advertising methods. We maintain an extensive candidate database. None-the-less we are experts at industry specific job boards and are able to maximize advertising resources by recommending best choices.**Networking**Our advertising and networking capabilities in the public sector are extensive. We rely heavily on personal contacts to find the very best candidates. Generating a diverse and qualified pool of applicants means reaching out to those looking for new opportunities in addition to capturing the attention of outstanding individuals who are not “on the market.” One of our key strengths is identifying and recruiting individuals who are satisfied in their current roles and not actively looking for a new job but would be an excellent fit for the role.**Accept applications and resumes*:*** Many people look good on paper. Others interview extremely well. But how can you judge who will really fit into your organization’s vision and culture? We will help you evaluate the candidates’ ability to walk the talk. We do not wait for the application deadline to pass before we begin the screening process. We evaluate applicants as they apply and use in-person, videoconference and telephone interviews to screen candidates. All candidates who appear qualified on paper are interviewed by Karras Consulting in order for us to learn more about their experience, skills, education, management style and philosophy. All of this information is then compared to the pre-determined attributes and core-competencies necessary to excel in the position. We spend a significant amount of time on this part of the process, typically interviewing about 25%-35% of the candidate pool, in order to bring you the best qualified candidates. **Joint screening of applicants:**Our selection process is designed for you to participate in the screening process at key points during the recruitment. The three main opportunities for joint screening are: 1) Review of all candidates, 2) Review of “A” and “B” list recommendations and 3) Panel interview processes.**Prepare written summaries of candidates’ qualifications*:*** Karras Consulting will meet with you to review the backgrounds of selected pre-qualified prospects. We provide written reports on each candidate’s education, experience and qualifications. In our experience, at least four to six of those individuals are selected to move forward as candidates.**Interview Questions and Panel Interviews:**We assist you in developing appropriate processes, resources and materials for use in selecting candidates as finalists.We help to design appropriate and behaviorally based, content valid interview questions. The more methodical and systematic the interview process, the more likely it is to produce the kind of information needed to make good judgments about an individual’s chances for success. Liability releases are required of all viable candidates to limit exposure to legal liabilities.All materials (application, resume, cover letter, salary history and supplemental responses) are included in booklets that are provided in advance to the panel. **Perform comprehensive background checks of finalists(s)**A thorough background check is critical because it provides an overarching picture of the behavioral pattern of the candidate. It is our practice to go beyond references listed on the resume. We find that candidate supplied references provide less balanced information about the candidate than information acquired from other supervisors, peers and subordinates. We go deeper, and consequently provide a more complete picture of each candidate’s strengths and challenges. We provide you with a comprehensive, written report for each finalist that reveals the background information we have gathered which is linked to the job’s key competencies. We also conduct a thorough criminal background check. |
| C | Describe how your firm will help DSHS to hire individuals whose values and career goals align with the agency.  |
|  | ANSWER: Getting to know DSHS and its needs and expectations, is an important step in our pre-search activities. In the first weeks of the search we will meet with key internal stakeholders whose insights are deemed critical to the process so we can gain perspective to help us best represent the opportunity and assess potential candidates. This will help us to complete the overall picture of your organization and through this looking glass we will gain insight into the tangible and key competencies of the new executive. This will assist us in recruiting and ultimately placing individuals whose values and career goals align with the needs of DSHS.  |
| D  | Describe your firm’s active sourcing strategy to identify and attract a diverse candidate pool. |
|   | ANSWER: Our team has established external outreach networks to support the DSHS in reaching a diverse and culturally responsive pool of candidates. We reach out to a broad list of local and national diversity recruitment sources and we have developed relationships with a wide range of diverse individuals and organizations. We have a proven track record of providing diverse and culturally responsive candidates to our clients and we feel it is important that the candidate pool reflect the diversity of the communities served by DSHS. We are known for conducting broad candidate outreach to indigenous peoples, people of color, the LGBTQI+ community, women, military veterans, and other underrepresented groups. We have developed strong contacts throughout the nation, and it is through these relationships that we are able to recruit qualified candidates from communities of color and historically marginalized populations. In addition to identifying and attracting diverse talent we also ensure that every candidate is treated fairly throughout the hiring process. We strive to build a positive and consistent image of your organization in the minds of potential candidates. We ensure that candidates have a rewarding experience in their interactions with our firm and the agency throughout the recruitment and selection process. We commit that the application and screening processes are bias-free, and we also have developed training to ensure that panel members do not let their subtle biases or cultural sensitivity knowledge gaps negatively impact the hiring process. We have a proven track record of providing diverse candidates to our clients. In the past five years our average of placing women and minority candidates in executive-level positions is more than 60%. As an example, we concluded the search for the Washington State Department of Health Director, reporting to Governor Inslee. The three finalists included two persons of color and one woman. |
| E | Please provide information for each recruitment professional(s) that will be assigned to work with DSHS should your firm be awarded the contract. Include a resume as well as completing the following for each staff. Bidder should note that if awarded the contract, it may not reassign key personnel without prior approval of DSHS.  |
|  | ANSWER:

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| --- | --- | --- | --- |
| Name of Staff | Dennis Karras | Years with firm | 17 years  |
| Staff’s experience and specialty expertise | Dennis has more than 25 years of state government executive and legislative experience, including 10 years as the State Director of Personnel under two previous Governors. As a member of their Executive Cabinets, he administered the statewide human resource management system covering approximately 90,000 employees in state agencies, colleges and universities. From 1993 to 2001, he oversaw Washington State's Executive Search Services providing solutions for public agencies seeking dynamic executive-level leaders. During this time, Executive Search Services successfully placed over 300 executives in state and local government, higher education, and boards and commissions. Dennis was deeply involved in the creating and establishment of Washington State's Career Transition Center, which won numerous rewards for its innovative and successful approach to providing transition services to Higher Education and general government employees. Dennis also served more than six years as the Senior Vice President of Human Resources for the $3 billion Washington State Employees Credit Union, the second largest not-for-profit credit union in Washington State.  |
| Staff’s Education and/or Certifications | He has an undergraduate degree in liberal arts and a certificate from the University of Michigan's Graduate School of Business advanced Human Resource Executive Program. |
| Staff’s experience with nationwide Executive Recruiting | Dennis has personally conducted more than 500 executive search recruitments during his career. |

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| Name of Staff | Marissa Karras | Years with firm | 17 years  |
| Staff’s experience and specialty expertise | Marissa is a co-founder of Karras Consulting and leads executive level searches and business development for the firm. Marissa has extensive experience in the areas of executive recruitment and compensation. Over the 17 years, she has played a key role in leading executive searches, career transition services, and developing compensation strategy. Prior to joining Karras Consulting, she was a public relations and marketing director in the high-tech industry. She has also worked in human resources for both the Washington State Department of Fish and Wildlife and the Office of the Superintendent of Public Instruction. |
| Staff’s Education and/or Certifications | Marissa is a 1999 graduate of the University of Washington Foster School of Business |
| Staff’s experience with nationwide Executive Recruiting | Marissa has personally conducted more than 500 executive search recruitments during her career. |

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| F | Describe your method for assuring that your services and deliverables are provided in accordance with high quality standards and for immediate correction of deficiencies.  |
|  | ANSWER:Listed below are some examples of our assurances for high quality performance and mitigation of risks or deficiencies related to the search

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| --- | --- | --- |
| Performance Outcome | Measure | Report |
| Adequate number of qualified applicants | Competitive pool | Regular weekly updates to Project Manager |
| On time | Project schedule | Regular weekly updates to Project Manager |
| Within budget | Contract and project budget | Regular weekly updates to Project Manager |
| Diverse candidate pool | Reflective of the population served by DSHS | Regular weekly updates to Project Manager |
| Final selection of Executive | Client satisfaction | DSHS leadership and Project Manager comments |

**Executive Search Risks and Mitigation**

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| --- | --- |
| **Risk** | **Mitigation** |
| Poor communications with DSHS | Weekly updates and availability |
| Misunderstanding of roles | Contract, work-plan and constant communication |
| Inadequate candidate pool | Comprehensive targeted recruitment |
| Unsatisfactory diverse candidate pool | Extensive diversity recruiting and outreach |
| Losing top candidates in final stages of recruitment | Constant two-way communication with top candidates |
| Timeline slippage | Specific timeline and adequate planning |
| Budget overrun | Clear contract and set fee with out-of-pocket expenses included |
| Negative media attention | Transparent search process and media expertise |
| Litigation | Legally sound search process, employment liability releases secured |

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| G | Describe how your firm’s recruiting efforts have changed in the last few years (post-COVID-19). |
|  | ANSWER: COVID has affected our lives in numerous ways, and some will argue that it’s changed the way we live and work for good. We have found that candidates, now more than ever, are looking for roles within organizations that allow for workplace flexibility and at the same time align more closely with their values. We have always worked with our clients to assist them in attracting top talent and continue to see our role as being one of forward planning as well as being that mediator between the expectations of the organization and engaging, and the expectations of the candidate. |