



THE HR DEPARTMENT FOR SMALL EMPLOYERS
HUMAN RESOURCE SOLUTIONS FOR ALL EMPLOYERS

Date: October 31, 2018

To: Andrew Pietrus, City Administrator & Mary McClung, Finance Officer
City of Harrisburg

From: Dan Oakland, CEO & HR Consultant
Alternative HRD, LLC

Thank you for the opportunity to visit with you and Mary McClung about the human resource services and support that we provide to our clients. We would be pleased to have you and the City Council consider our services as a way to provide professional human resource support to your growing community.

ABOUT ALTERNATIVE HRD

Alternative HRD, LLC (www.alternativehrd.com) is a Sioux Falls based human resource management and consulting firm with a 26-year record of providing outstanding HR services and support to a wide variety of employers. We provide HR expertise and assistance to our clients, including assistance with recruiting and selection, onboarding, compensation and benefits, policies and procedures, employee relations and engagement, performance management, compliance assurance, training and development, and strategic HR planning.

Small employers that have no HR professional on staff account for about 75% of our business. These clients look to us to help them (a) compete with larger employers for people, (b) comply with scores of state and federal employment laws, and (c) create the team, culture and environment they dream of for their organization.

Medium to large employers – those who have one or more HR professionals on staff, account for about 25% of our business. These clients rely on our expertise for a number of outsourced projects: recruiting, workplace training, leadership development, conflict resolution, workplace investigations, compliance assessment, HR strategic planning, etc.

Our client list includes organizations such as City of Brandon, Southeast Tech, McCook County, Sullivans, Heiman Fire, Howe Inc., Washington Pavilion, Davenport Evans, Air Madness, EarthBend, and the Sioux Falls Area Humane Society. While most of our clients are based in the Sioux Falls area, several have offices and/or employees in multiple locations and states.

ABOUT OUR TEAM

Alternative HRD has a team of highly experienced and talented HR professionals. All of our team members have strong experience within the human resource profession; all have previously served in the capacity of HR manager or HR director; all have successful project management experience; and all have demonstrated their ability to successfully and positively impact their client organizations.

Additional information about our team can be found at www.alternativehrd.com/staff.



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OPTIONS TO CONSIDER

1. HUMAN RESOURCES RISK ASSESSMENT

What we frequently suggest as a first step is an **HR Risk Assessment**. This assessment would give you and the City Council a good look at where the City is doing well, and where you may want to focus attention. We look at your practices in the following areas:

- Pre-Employment Process
- Policies & Procedures
- Hiring & Orientation
- Training & Development
- Compensation
- Employee Engagement
- Benefits
- Performance Management
- Safety & Health
- Personnel Files
- Compliance
- Termination

While the primary focus of the assessment is compliance, the secondary focus is on 'best practices', i.e. management practices and policies that help to promote engagement, excellence and productivity. The assessment would consist of interviews with the City Administrator and Finance Officer about City policies and practices, and a review of compensation records, benefit administration records, recruiting and hiring records, employment policies, as well as spot-checking employee files. The assessment typically involves 2-3 hours to meet with key individuals and review information, plus a few hours of analysis and preparing a report and recommendations.

The written report will identify strengths and opportunities, provide specific recommendations, suggest priorities, and offer options for improvement. Options may include addressing issues on a project basis, or engaging our *HR Managed Services*, where we assign one of our HR Consultants to provide advice and assistance with human resource function on a retained basis. There is no obligation, however, to engage our services beyond the assessment phase. The assessment cost is \$895, plus tax, where applicable.

2. RECRUITING ASSISTANCE

With our clients, we can assist with as much – or as little – of the recruiting, screening and selection process as you like. Some clients ask us to post positions, and then they follow up with candidates themselves. Other clients ask us to conduct phone screens and assessments in order to narrow the field to two or three top candidates. Still others involve us in the interview and job offer phases.

A. RECRUITING/JOB POSTING OPTIONS INCLUDE:

- On-Line Job Posts: using our Applicant Tracking System (ATS), we post on several on-line job boards, including Indeed, GlassDoor, Department of Labor sites, and dozens of other on-line job boards Cost...\$149 per position for 30/day post
- Social Media Posting Cost...no cost (organic post)
- Social Media Targeted Boosts (typically targeted by location or occupation) Cost...\$100 per position is typical
- Post on www.KelolandEmployment.com Cost...\$99 per position for up to 30/day post
- Post on www.LinkedIn.com job board Cost...\$149 for Featured job post
- Post on www.LinkedIn.com job board Cost...Pay-Per-Click average \$200-\$300 for 30 days; can be set for shorter runs



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B. LABOR/PROFESSIONAL TIME ESTIMATE:

- Job post preparation and set-up 1-2 hours per position average @ \$120/hour
- Phone screens; follow ups; forwarding info 3-6 hours per position average @ \$120/hour

C. ADDITIONAL/OPTIONAL SERVICES:

- Conducting job analysis or writing job description
- Assisting with face-to-face interviews, offer extension, negotiations and on-boarding
- Conducting pre-employment assessments on finalists: Cognitive Ability; Behavioral Styles; Emotional Quotient; Motivation & Values
- Conducting background checks: reference checks, employment verification, credit checks (post offer only), criminal history checks (post offer only)

Primary differences between **Alternative HRD's** recruiting services, compared to those of an employment agency or headhunter: first, we charge for time and expenses, while most other charge a percent of first year salary. As a result, we find that our total fees average less than 10% of a position's first year salary, while most employment agency and headhunter fees cost 20% to 30% of first year salary. Our expenses are invoiced when incurred. Labor is invoiced at month's end or project's end, whichever is sooner.

3. OTHER PROJECTS

We assist many organizations on an as-needed, or project basis. In most cases we can provide you with an estimate of time and expenses. Examples of projects that we undertake include: recruiting campaigns (see above), writing/updating employee handbooks, job analysis and job descriptions, compensation surveys and/or compensation systems, conflict resolution, and workplace investigations.

Our basic hourly rate when working in this manner is \$120/hour, however, depending on complexity and urgency, that rate may be higher.

4. HR MANAGED SERVICES

We provide support to many of our clients on an 'on-going' or 'retained basis', where we serve as the client's HR Department. For those clients, we assign one of our consultants to work with the client, managing many or all of the organization's human resource related functions, including recruiting. Fees for these services range from \$80 to \$110/hour, depending on number of hours per month (or per week). While we hope to develop long term relationships with our clients, we do not require long-term or annual agreements, and our arrangements can be adjusted quickly as more or less time commitment is needed.

5. TRAINING & DEVELOPMENT

We assist our clients with employee development in a variety of ways, including individual coaching, facilitating development opportunities, and presenting some training and development modules. Some of our most common training modules include:

1. **A Matter of Respect (for Management Level Personnel):** The supervisor's role in preventing and responding to discrimination, harassment, bullying, violence, retaliation and other bad behavior.
2. **A Matter of Respect (for General Staff):** The employee's role in preventing and responding to discrimination, harassment, workplace violence, bullying, retaliation and other bad behavior.
3. **Workplace Leader Series:** A 4-module series on (a) building our team; (b) communicating expectations; (c) evaluating performance/giving feedback; and (d) building engagement.



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CLIENT REFERENCES

- **City of Brandon**, Bryan Reed, City Administrator (605) 582-6515 (HR managed services)
- **City of Yankton**, Amy Leon, City Manager (605) 668-5200 (Compensation study/analysis)
- **Sullivans**, Tim Thune, VP of Digital Marketing & Sales, (605) 339-4274
- **Earthbend**, Rob Boyer, President/CEO, (605) 789-5700
- **Boyce Law Firm**, Lisa Marso, Employment Attorney, 605-336-2424
- **Davenport Evans**, Jean Bender, Employment Attorney, 605-336-2880

Andrew and Mary, I appreciate your consideration of our services, and I am happy to provide more information, or to meet with your City Council to discuss our services further. If you desire a more detailed estimate for specific services, we will be happy to provide that.

Respectfully,

A handwritten signature in black ink that reads "Dan Oakland".

Dan Oakland, CEO/HR Consultant