



Request for Proposals

Human Resources Evaluation: Program Mapping

Issue Date: March 27, 2024

Submission Deadline: April 10, 2024

604 High Tech Drive | Georgetown, TX 78626 | (512) 763-1400 | www.owbc-tx.org





Background

Opportunities for Williamson & Burnet Counties

Opportunities for Williamson & Burnet Counties (OWBC) is a 501(c)3 organization classified by the Internal Revenue Services and was established in 1965 as the official Community Action Agency of Williamson & Burnet Counties (Texas). We are a private, non-profit corporation governed by a thirteen-member Board of Directors (the Board) comprised of elected officials, community leaders, and target area representatives. Throughout our history, we have administered a wide range of social service and economic opportunity programs benefiting children, families, and seniors. OWBC provides services in Williamson and Burnet Counties. These counties have a combined population of over 710,000 residents and an area footprint of over 2100 square miles. Our agency has ten (10) stand-alone Head Start sites, five (5) Senior Nutrition centers, and one (1) Central Office in this area. OWBC has an annual operating budget of over \$14 million and a staff of almost 200.

Project Overview

The goal of this project is to value map our hiring process by assisting hiring staff with identifying, documenting, and suggesting improvements to workflow processes in preparation for implementation in a new HRIS system. Our existing hiring process provides many opportunities to enhance our current hiring process to become a more efficient and effective process.

Our hiring process currently utilizes several vendors, which is part of our problem. The vendor applications do not integrate with our HRIS, so we must piece together the process using multiple sites. This leads to confusion as hiring managers do not feel comfortable with their knowledge level to utilize the applications, resulting in unnecessary delays in our process. As a result, we have candidates who apply for an open position and are not contacted promptly. (Ideally, same-day or next-day contact). If candidates are contacted, there is a delay in follow-up processes to move forward with the interviewing process. We regularly receive declinations to job offers because “we took too long” and the candidate accepted another job. Once we begin the onboarding process, there is a disconnect for the employee on the next steps of the employment process.

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Objectives of the Project

1. Identify and document workflow processes at an appropriate level of detail and in a consistent format across departments.
2. Streamline existing processes to increase process efficiency.
3. Educate staff on workflow process documentation including cycle times for each part of the workflow.
4. Create an onboarding process for programs including providing the entire cycle time for completion.

Scope of Work

We expect the Principal Investigator (PI) and his/her team to work collaboratively with OWBC administrative, Human Resources, and Head Start Staff. Our staff will provide critical information related to history and context, assist in connections with key stakeholders, and can offer logistical guidance and support in planning.

Principal Investigator

1. Must use an engagement approach that integrates Lean, Six Sigma, and Theory of Constraints into a few improvement project management phases that the agency staff can benefit from and participate in.
2. Must be able to use interference diagramming to facilitate improvement discussions that explore both obstacles and potential solutions.
3. Must be able to identify value and non-value activities throughout the workflow process.

Responsibilities of the PI:

1. Serve as primary project manager and liaison between the project and OWBC.
2. Plan, facilitate, analyze, and synthesize all program input, including development of data collection tools or adapting existing tools to streamline the programs.
3. Review and validate existing documentation and workflow activities/tasks.
4. Interview, observe, etc., to effectively identify and decompose process information.
5. Facilitate collaborative diagramming meetings to document and validate current work processes.
6. Recommend revisions to identified processes, sub-processes, and activities/tasks.
7. Recommend the optimal level of detail for process mapping activities/tasks and remove any non-value activities.
8. Hold debriefing meetings with each department/division.
9. Record findings to present to OWBC staff.

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10. All reports associated with the research, including drafted and final reports, an in-person presentation, as well as regular, written, updates regarding the status of the project.

Deliverables

1. Work Plan for OWBC staff including an assessment of constraints with a clear delineation of work. Roles and responsibilities clarified.
2. Identify, label, and document “shared” workflows across departments and divisions, and the events (aka triggers) that cause a process to begin, end, or be redirected to another path or process.
3. Identify gateways (decisions that could change the path of the process depending on conditions or events).
4. Decisions are clarified with evaluative criteria and decision support templates.
5. Identify and document the activities/tasks for each “step” in the workflow, loopbacks (aka repeats) and indicate why for each activity/task.
6. Identify current state applications, forms, checklists, tools, etc. used for each activity/task as well as “rules” and “exceptions”.
7. Identify Participants by Department, Division, and Title currently performing each activity/task.
8. Recommend (as appropriate) future state “needed” forms, checklists, steps, and task times.
9. Propose changes to the current business process in line with best practices (i.e. identify missing steps, steps that are duplicates/redundant that we can eliminate, better way to sequence steps than the order in which we currently perform them).

Interim Deliverables

1. Submit draft workflow mappings with work details as each is approximately 40% complete, for review and revision comments from OWBC staff.
2. Submit draft workflow mappings with work details as each is 100% complete for final review, approval, and sign-off from OWBC staff.
3. Provide electronic copies of each detailed workflow mapping with work details in editable electronic file format after each has been approved.
4. Provide a report of proposed changes to Current State business processes as each workflow mapping and work detail is submitted for final review.
5. Provide a report of recommended Future State (“to-be”) additions for implementation when an automated system is in place, as each workflow mapping and work details are submitted for final review.
6. Provide a report on other Process Improvement Recommendations.

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Final Deliverables

1. Develop OWBC Hiring Process Manual.
2. Provide a hard copy of the completed Hiring Process Manual with workflow mappings and work detail assembled manual style (department/divisions/process tabs).
3. Provided consolidated editable electronic files for each process, workflow, activity, rule, exception, etc., that is included in the above OWBC Hiring Process Manual.
4. Provide final report summarizing the project, listing Current State and Future State change recommendations and Other Process Improvement Recommendations.
5. Formal presentation to key stakeholders.

Preferred Timeline

April 15, 2024 - Interview finalists

April 22, 2024 - OWBC will select a PI for this project

May – June - Findings

June 28, 2024 - Final Report Due

July 10, 2024 - In-person presentation of final report delivered to OWBC staff

How to Submit a Proposal

Interested parties should submit the following, no later than 12pm Central Time on Wednesday, April 10, 2024, to information@owbc-tx.org. The subject line of the email MUST read RFP 2024-01. Final selection of the PI and his/her team will be made by April 22, 2024. If there are questions, please contact information@owbc-tx.org.

1. A project Work Plan specifying how you would carry out the scope of work – including a statement of theoretical perspective and the methodologies you propose as well as a detailed timeframe for completion of each phase of the project. Please identify the name of the PI and other researchers who will do the work and their respective responsibilities.
2. Be a permanent staff employee of the firm.
3. Serve as the constant primary point of contact for OWBC
4. A minimum of ten (10) years of relevant experience.
5. Resumes of all key researchers who would be involved in the project.
6. A minimum of five (5) years of relevant experience.
7. An itemized budget with justification, which includes estimates of fees and expenses to be charged by deliverable, including the hourly rate proposed for this work and whether the rate varies by staff or is a blended rate.
8. Brief description of relevant experience in performing similar projects.
9. Brief description of experience collaborating with other organizations on past projects.

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10. An example of a similar deliverable produced for another client.
11. At least three references for projects completed within the last 5 years. Each reference should describe the project, dates of work, outcomes achieved, and a client reference that includes name, title, email, and phone contact.

Response Format

All proposals must be formatted as follows:

- Organized according to the list above
- Page numbered with the respondent's name on each page
- Formatted for 8.5 x 11-inch paper
- 12-point font and no less than 10 point for any graphics or tables
- 10 pages or less, excluding resumes, work product examples, and references
- Submitted as a single PDF file

Review and Selection

OWBC staff will be responsible for proposal review and selection. The selection process is expected to be complete by April 22, 2024.

Cost of Services

The cost of services will be determined by the final accepted Work Plan and budget. The contract resulting from this RFP will be structured to pay based on the deliverables outlined within this document.

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