

Diversity Scorecard RFP

Companies bidding or submitting an RFP or RFSQ:

1. Hubbard and Hubbard, Inc.
2. Navigator Management Partners, LLC

Location by City and State of all companies bidding or submitting an RFP or RFSQ:

1. Hubbard and Hubbard, Inc.
1510W 583N
St. George, Utah 84770
2. Navigator Management Partners, LLC
1400 Goodale Blvd.
Columbus, Ohio 43212

Status, Majority, MBE, FBE, of all companies bidding or submitting an RFP or RFSQ:

1. Hubbard and Hubbard, Inc. – MBE
2. Navigator Management Partners, LLC – Majority

Description of all work to be performed:

The goal of the project is to help align the organization's diversity strategic plan, metrics and business objectives into a comprehensive, yet simple tracking and reporting system that generates **1-Enterprise Diversity scorecard and 4-Divisional Diversity** scorecards for the Department of Public Utilities' specific diversity performance and change process. This index will allow Columbus DPU to report and underscore its progress using an organization-wide Balanced Scorecard approach.

Phase I: Data Gathering, Research Planning, Assessment and Scorecard Design

Task 1: Review Background Information, Project Planning, Contracting, and Interviews with key City of Columbus DPU Project Contacts

A meeting with the primary coordinator, other appropriate City of Columbus DPU representatives (Key Advisory Team member s), and Dr. Edward Hubbard, the lead consultant (and appropriate H&H Senior Associates) to:

1. Finalize consultation arrangements and determine a process for performance measurement.
2. Identify a timetable for working together with appropriate personnel.
3. Receive additional background information on City of Columbus DPU's strategic business objectives including pertinent accomplishment targets, demographics, policies, performance

obstacles, their impact, and other relevant information.

4. Determine the project's scope.
5. Conduct an Online Mini-Education Workshop with the Advisory Team regarding the business case for valuing diversity in business performance and financial terms
6. Confirm Draft the project timeline.

This task also includes additional meetings with the key contact as needed. The purpose of these meetings would be to:

1. Become further acquainted with the organization's mission, values, performance and operations objectives that link to diversity and current diversity implementation.
2. Increase the contact's knowledge of options for diversity utilization and identify possible diversity measurement processes.
3. Finalize the logistics of our work together and any data collection processes, including commitment and confidentiality issues. We would also discuss any long- term logistic implications.

Task 2: Executives and Line Staff interviews, Data Collection, and Business Needs Assessment

Up to 20 one and one-half hour Organization and Divisional interviews (up to 3 per Division) with appropriate key staff members and Dr. Edward Hubbard (and appropriate HH staff) to:

1. Identify important perspectives regarding the organization's objectives and diversity utilization opportunities within and throughout City of Columbus DPU
2. Identify "*Critical Success Factors*" and key assessment measurements to include.
3. Identify themes and patterns of metrics needed for the Columbus DPU Diversity Scorecard Deployment.

We will incorporate and leverage automated data collection strategies as appropriate.

Task 3: Executive Education: Diversity Facts, Figures, and Processes that impact business performance

Hubbard & Hubbard, Inc. will:

1. Deliver a 2 hour Diversity Education Program for Advisory Team.
2. This program will be based upon the combined information from Hubbard & Hubbard, Inc.'s Diversity Competency Profile research, our standard Diversity Strategic Advantage Workshop and City of Columbus DPU data gathered during the interview task (stated above). Based upon this information, we will identify key business needs.
3. Validate Key Business drivers

Task 4: DPU Scorecard Development using Hubbard Diversity ROI Scorecard Methodology 1Enterprise and 3 Divisional Diversity Scorecards

DPU Scorecard Development using Hubbard Diversity ROI Scorecard Methodology 1-Enterprise and 4 Divisional Diversity Scorecards

Hubbard & Hubbard, Inc. will, using its Diversity ROI Scorecard Methodology, develop 1Enterprise and 4 Divisional Diversity Scorecards customizing them for specific City of Columbus DPU performance measurement and tracking applications. Hubbard & Hubbard, Inc. will complete all training and support tasks with City of Columbus DPU to ensure accurate processing. Using Hubbard & Hubbard, Inc.'s groundbreaking Diversity measurement Approaches and process, we will:

1. Review Hubbard the Diversity Measurement and Scorecard implementation tasks
2. Identify current and customized metrics
3. Co-create the *Columbus DPU Diversity Scorecards, all Metrics, Indices, Set Targets and Measurement Benchmarks*
4. Conduct a scorecard training class
5. Complete the Model Performance and Process Simulation to ensure system performance and effectiveness
6. Integrate and Launch the Scorecard Process throughout Columbus PUC

Task 5: Research Analysis, Metric Compilation and reporting building activities

Using Hubbard & Hubbard's diversity research processes, Hubbard &

Hubbard's measurement expertise, and data collected thus far, Hubbard & Hubbard and the City of Columbus DPU team will:

1. Conduct diversity baseline setting activities.
2. Build the Diversity High Impact Map
3. Compile the initial study results and develop the diversity strategic alignment implementation plan.
4. Create a Communications Plan, Summary Report, and offer recommendations.

Phase II: Recommendations, Consultation, and Follow-Activities

The City of Columbus DPU Staff and Dr. Edward Hubbard will conduct a two-hour meeting with the appropriate level of executive management to:

1. Review the results of the initial research report and Diversity Scorecard metrics.
2. Report baseline data and any preliminary return-on-investment numbers.
3. Identify continued implementation and follow-up activities.
4. Define Hubbard & Hubbard, Inc. follow-up processes.
5. Identify additional interventions needed and/or requested.

Task 1: Technical Review Task

Consultation regarding Automating the DPU Diversity Scorecards

Using Hubbard & Hubbard's measurement expertise, and data collected thus far, Hubbard & Hubbard and the City of Columbus DPU team will:

1. Discuss considerations for automating the DPU Diversity Scorecards using Columbus DPU's "Web-Focus" technology
2. Discuss using the Hubbard Metriclink® Cloud-based and Enterprise Service options

Phase III: Periodic Diversity Metrics Alignment Consulting and Follow Up

Time Estimate based upon the mutually agreed upon Scope Document; and as needed

Phase III would involve on-going consulting with the *City of Columbus* DPU Diversity Advisory team to ensure that the diversity alignment and measurement process works as designed. During Phase III, we would progress from aligning diversity management with *City of Columbus DPU* strategic objectives to positioning *City of Columbus DPU* as a world-class role model organization for Diversity consistent with its objectives. The deliverable for

Phase Three would be:

1. Assess the impact of identified key strategic diversity goals, strategies, metrics, and results targets within the City of Columbus DPU footprint tied to Diversity Scorecard.
2. Check alignment indicators, internal and external benchmark data and reporting processes for effectiveness

****See attachment – Appendix A**

Narrative Timeline for the contract:

Beginning Date: February 2014

Ending Date: May 2014

****See attachment – Appendix B**

Estimate of the Contract:

This will be a three year contract. First year cost \$120,250. Second and third year costs \$50,000 for Monthly online metric service (3 users) and periodic strategic alignment consulting and follow up as needed.

Appendix A

Pricing by task for 20 interviews:

1. Review Background Information, Project Planning, Contracting, and Interviews with Key City of Columbus DPU Project Contacts..... **\$ 9,500**
2. Executives and Line Staff Interviews, Data Collection, and Business Needs Assessment..... **\$ 36,100**
3. Executive Education: Diversity: Facts, Figures, and Processes that Impact Business Performance..... **\$ 4,750**
4. DPU Scorecard Development using Hubbard Diversity ROI Scorecard Methodology **1-Enterprise and 3 Divisional Diversity Scorecards** **\$ 48,000**
5. Research Analysis, Metric Compilation and Report Building Activities..... **\$ 14,250**
6. Recommendations, Consultation, and Follow-up Activities..... **\$ 4,750**
7. One Day - Technical Systems Consulting...**\$ 2,900**