

**DATE:** May 21, 2015  
**SUBJECT:** Letter of Clarification No. 2  
**RE:** Request for Proposals – Human Resources Consulting Services  
**TO:** All Prospective Respondents

This Letter of Clarification No. 2 is issued as part of the referenced solicitation for the purpose of responding to questions received by Prospective Respondents.

1. Please confirm the current staff count, and whether the 220 employees includes the 72 staff from the Convention and Visitors Bureau (220 vs 292)  
The current staff count is 220 employees, which includes former GHCVB employees.
2. Please confirm that one of your objectives is to complete a skills assessment with every employee before year end, and to design a skills training program or plan for interested employees in that same time frame.  
Yes. Our objective is to conduct a skills assessment with each employee in 2015, however, the skills training program will not be implemented until 2016.
3. Can you provide any statistics on your current rate of turnover, voluntary and involuntary? (Number of positions per year or as a percentage of staff count. If available by position type, e.g. management vs professional/technical vs hourly, that would be helpful)
  - a. In 2013, nine employees left the company. This number reflects retired, voluntarily resigned, and involuntarily terminated employees.
  - b. In 2014, fourteen employees left the company. This number reflects retired, voluntarily resigned, and involuntarily terminated employees. Of the fourteen employees, ten were paid hourly and four were professional employees.
4. How many open positions do you estimate recruiting and hiring this year?  
17 positions in the next 12 months
5. May we have a job title list for your organization? Or, a list of your most common requirements/openings?

Titles  
Account Development Specialist  
Accounting Clerk  
Accounts Payable Specialist  
Administration Manager  
Administrative Assistant

Administrative Associate  
Advertising Specialist  
Assistant Audio Engineer  
Assistant Carpenter  
Assistant Controller  
Assistant Director (Executive Level)

Assistant Electrician  
Assistant General Counsel  
Assistant General Manager  
Assistant Ticketing Supervisor  
Auto Cad Operator  
Board Liaison  
Booking Associate  
Brand Manager  
Building Superintendent  
C & E Facilities Manager  
Capital Projects Manager  
Chief Administrative Officer  
Chief Communications Officer  
Chief Executive Officer  
Chief Financial Officer  
Chief Operating Officer  
Chief Information Officer  
Client Relations Coordinator  
Client Relations Specialist  
Communication Coordinator  
Concierge  
Content Coordinator  
Controller  
Creative Services Manager  
Deputy Director Film  
Destination Services Specialist  
Digital Communication Manager  
Director of Communications  
Director of Event & Guest Services  
Director of Government Affairs  
Director of Internal Audit  
Director of Membership  
Director of Operations  
Director of Parking  
Director of Sales  
Director of Technical Operations  
Director of Visitor Info Services  
Distribution Clerk  
Division Manager  
Engineering Services Manager  
Event Coordinator  
Event Manager  
Executive Assistant  
Facility Revenue Specialist  
Financial Analyst  
Financial Applications System Administrator  
Floor Supervisor

General Counsel  
General Manager  
Graphic Designer  
GRB Booking Revenue Manager  
HR Generalist  
Human Resources Coordinator  
Human Resources Director  
International Marketing Manager  
Jr Website Designer  
Lan Specialist  
Maintenance Supervisor  
Membership Service Coordinator  
Messenger  
Office Manager  
Partnership Services Specialist  
Part-Time  
Public Relations Specialist  
Purchasing Agent  
Purchasing Assistant  
Receptionist  
Research and Development Specialist  
Sales and Marketing Coordinator  
Sales Coordinator/Office Manager  
Sales Manager  
Senior Account Executive  
Senior Auditor  
Senior Buyer  
Senior Event Manager  
Senior Executive Assistant  
Senior Staff Analyst  
Senior Tech Support Analyst  
Senior Vice President Convention Sales  
Sponsorship Sales Manager  
Senior Manager of Tradeshow And Conference Management  
Senior Sales Manager  
Senior VP of Corporate Communication  
Senior Public Relations Manager  
Senior Sales Manager  
Staff Accountant  
Staff Auditor  
Stage Supervisor  
Stage Supervisor  
Technical Support Analyst  
Ticketing Agent  
Ticketing Services Supervisor  
Tourism Marketing Specialist  
Vice President of Public Policy

VP Film  
VP Finance  
VP Marketing  
VP of Destination Services

VP Partnership and Events  
Development  
VP Sales  
VP Tourism  
Web Developer

6. During the screening process, do you currently utilize validated screening assessments (i.e. tests to verify software proficiency)?

Yes. Employees working in administrative, executive, and accounting departments must successfully complete proficiency testing.

7. Do you currently utilize outside vendors to assist with recruiting (i.e. staffing companies, recruiting firms)? If so, do you typically hire directly, or temporary to hire, and/or any contract positions?

No. Recruitment matters are primarily handled internally; however, on occasion we utilize the services of a temporary agency.

8. Will there be an identified/ dedicated resource within the HR Department (current Houston First Corp. staff member) for recruiting/staffing activities? If so, approximately how many hours per week?

Yes. An Administrative Assistant will devote approximately five hours per week to assist with recruitment matters.

9. Do you currently have a new hire onboarding program (design, materials) in place? How satisfied are you with it?

Yes. We have an individual who oversees the new hire process. We have a 50% satisfaction rating with our current program, but we hope to make improvements in the future.

10. Can you please describe your current skills training programs (e.g. what course and whether they are internally developed or sourced externally)

We offer a wide variety of internal training programs, which include:

Houston First University Online  
Sexual-Harassment Training  
401K Policy Training  
Budget Maestro  
Employee Evaluation Training  
Public Speaking  
Diversity Inclusion Training  
Vision Mission Values

Insights Communication Training  
Shoot Don't Shoot Facilities Training  
Active Shooter on Premises  
Executive Coaching  
Attendance at business conferences  
Executive Coaching  
Job specific departmental training

11. Is there an established/formal job banding/grading system in place? If so, is there an established compensation structure that ties to the job bands (i.e. salary bands per salary grade)?

- a. Yes.
- b. Yes.

12. Will there be an identified/dedicated resource within the HR Department (current Houston First Corp. staff member) to assist with the employee skill assessment project? If so, approximately how many hours per week?

Yes. The Director of Human Resources will oversee the employee skills assessment project, with a specified beginning and ending date. Hours per week dedicated to the project will be as needed.

13. Do you maintain employee files electronically, hard-copy, or both?

All employee files are currently stored in hard-copy format.

14. Approximately how often do you experience employee situations that require investigations?

In three years we have conducted one investigation.

15. Who is the employer of record for the 900 outsourced employees? Are the 900 employees included in the scope of work?

The current RFP does not apply to outsourced employees; therefore, the scope of work provided and employer name is not applicable.

16. How many requisitions filled in 2013 & 2014? What positions? Is this expected to continue in 2015-2017?

a. In 2013, eleven requisitions were filled, including:

Executive Assistant  
Assistant Director  
Managing Supervisor  
Event Manager

Publicity Specialist  
Director of Sponsorship  
Staff Accountant  
Account Clerk

b. In 2014, twenty-three requisitions were filled, including:

Interns  
Executive Assistant  
CIO  
Ticket Agents  
HR Coordinator  
Management Specialists  
Director of Public Policy  
Internal Auditor

Destination Event  
Management  
General Manager  
HR Assistant  
Corporate Communications  
Manager  
Stage Hand

c. The number of requisitions filled is expected to continue in 2015, with approximately seventeen positions filled within the next twelve months.

17. The employees who may retire after super bowl, are they among the 220 employees?  
Yes.
18. Pre-employment Guidelines - Does CCSI currently conduct pre-employment screening? Are there guidelines currently in place?  
Yes. CCSI conducts a comprehensive screening process of all employees. In accordance with company guidelines, employees must undergo a criminal background check, drug testing, personal and professional reference screening, and education verification.
19. Does the scope of services include the 900 outsourced employees?  
No. See the response to Question 15.
21. What type of job “specific” training did you incur in 2014? What job specific training do you anticipate for 2015, 2016?  
a. In 2014, employees completed Houston First University Online Training and Kronos operating systems training. Specific departmental training was also provided in areas such as IT and Sales.
22. Provide a list of training offered in the past 2 years.  
See the response to Question No. 10
23. Provide a list of job titles for employees and outsourced employees  
See the response to Question No. 5
24. Updated benchmarks & market salary data – is this for the purpose of recruiting or an overall compensation strategy?  
Our purpose is to ensure that our compensation philosophy is competitive with our market set.
25. Does harassment and workplace training include the outsourced employees?  
No.
26. Who is responsible for technology purchases, setup, training, rollout and support?  
CCSI is responsible for these matters.
27. Does scope of work include EEOC and TWC for the 900 outsourced employees? How many investigations have you conducted in the past 2-3 years?  
a. No.  
b. Only one investigation has been conducted from 2012-2015.
28. Who handles hotline investigations today?  
All hotline investigations are conducted by the Human Resources Department and the Office of General Counsel.
29. How does CCSI currently store employee files (electronic/paper)  
See the response to Question No. 13

30. What is the extent of HR legal services needed?

Legal services are utilized in unique situations on an as needed basis.

31. What type of HR Consulting have you had in the past three years?

General human resources assistance.