

# CLARK COUNTY STAFF REPORT

**DEPARTMENT:** General Services

**DATE:** February 20, 2018

**REQUESTED ACTION:** Request approval authorizing the Interim County Manager to sign Amendment No 4 to RFP #700 for G4S Secure Solutions (USA) Inc. to continue to provide security services to Clark County for 2018 and to approve an increase in the hourly rates.

Consent  Hearing  County Manager

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## BACKGROUND

G4S was chosen through a competitive process, RFP #700, to provide security services to Clark County. The original contract was managed by the Sheriff department and amendments were made to add the Public Service Center (PSC), 1408 Franklin Street Building, the parking garage and lots, the Center for Community Health and Mental Health Hearings. At this time it has been determined that the contract will come over to General Services to manage and we are requesting that remaining budget and future budgets be moved to Facilities Management from the Sheriff's office. The original term of the contract was from January 1, 2016 to December 31, 2017 with the option, if mutually agreed, for three extension of one year each. Both parties had expressed their interest in renewing contingent upon a rate negotiation. This amendment will execute the first of three extensions, update the hours of service, increase contract rates, increase the expected service levels from the vendor, and increase insurance requirements in the contract. Currently funding to cover the contract is not enough to cover the increases in the contractual rates; this staff report includes a budget package asking for approval for increased funding in the Spring 2018 supplemental budget of \$183,087.00 per year for the rate increases. The contractual rate increase are made up of increase in the hourly rate to the vendor's employees from minimum wage to \$14-15 per hour, unionization cost, and overhead cost increase. There is also a need of an additional \$50,750.00 due to increased staff at the Family Law Annex and the Courthouse that was added to the service level in late 2016 but no funding or amendment was requested to account for the additional services and cost at that time, this is being rectified with this amendment also. This request is also to move the existing budget for current G4S contract and security supplies from the Sheriff budget to the facilities budget for 2018 and on in the amount of \$809,593 in 2018 and \$1,413,852.00 for the 2019-20 biennium..

## COUNCIL POLICY IMPLICATIONS

None

## ADMINISTRATIVE POLICY IMPLICATIONS

None

## COMMUNITY OUTREACH

None

## BUDGET IMPLICATIONS

YES	NO	
	X	Action falls within existing budget capacity.
	X	Action falls within existing budget capacity but requires a change of purpose within existing appropriation

X		Additional budget capacity is necessary and will be requested at the next supplemental. If YES, please complete the budget impact statement. If YES, this action will be referred to the county council with a recommendation from the county manager.
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**BUDGET DETAILS**

Local Fund Dollar Amount	\$233,837.00 per year
Grant Fund Dollar Amount	\$0
Account	Facilities Fund 5193
Company Name	G4S Secure Solutions (USA), Inc.

**DISTRIBUTION:**

Michelle Schuster, General Services

Board staff will post all staff reports to The Grid. <http://www.clark.wa.gov/thegrid/>

  
 Michelle Schuster  
 Administration and Facilities Manager

  
 Robert Stevens  
 Director of General Services

Primary Staff Contact: Michelle Schuster Ext. 4118

APPROVED:   
 CLARK COUNTY, WASHINGTON  
 CLARK COUNTY COUNCIL

DATE: MARCH 6, 2018

SR# 5018

APPROVED:   
 Jim Rumpeltes, Interim County Manager

DATE: 3/7/18



## BUDGET IMPACT ATTACHMENT

### Part I: Narrative Explanation

I. A – Explanation of what the request does that has fiscal impact and the assumptions for developing revenue and costing information

### Part II: Estimated Revenues

Fund #/Title	Current Biennium		Next Biennium		Second Biennium	
	GF	Total	GF	Total	GF	Total
0001/General Fund-new revenue request transferred to Fund 5093	233,837		467,674		467,674	
Transferred from Sheriff for remainder of 2017-18 budget	808,093		1,410,852		1,410,852	
<b>Total</b>	1,041,930		1,878,526		1,878,526	

II. A – Describe the type of revenue (grant, fees, etc.)

This request is to approve an additional \$233,837 per year to cover the G4S contract increase for 2018. It also moves the budget and expense from the Sheriff office to facilities to manage the contract and payments with G4S.

### Part III: Estimated Expenditures

III. A – Expenditures summed up

Fund #/Title	FTE's	Current Biennium		Next Biennium		Second Biennium	
		GF	Total	GF	Total	GF	Total
5093/Facilities- new cost			233,837		467,674		467,674
Transferred from Sheriff for remainder of 2017-18 budget			808,093		1,410,852		1,410,852
<b>Total</b>			1,041,930		1,878,526		1,878,526

III. B – Expenditure by object category

Fund #/Title	Current Biennium		Next Biennium		Second Biennium	
	GF	Total	GF	Total	GF	Total
Salary/Benefits						
Contractual		1,041,930		1,878,526		1,878,526
Supplies						
Travel						
Other controllables						
Capital Outlays						
Inter-fund Transfers						
Debt Service						
<b>Total</b>		1,041,930		1,878,526		1,878,526

## Decision Package Request Form

Requesting Dept/Office: General Services

Request Type:

Package Number: GEN-08-18SP

Short Description:

Limited to 50 characters for use in reports to County Council

**Package Title:** Move funding for G4S from sheriff budget to facilities for contract management and supplies and a net new general fund request to increase the contract rates

**Contact info:** *name:* Michelle Schuster *email:* michelle.schuster@clark.wa.gov *phone:* 360-397-2300 x4118

**Justification:** G4S was chosen through a competitive process, RFP #700, to provide security services to Clark County. The original contract was managed by the Sheriff department and amendments were made to add the Public Service Center (PSC), 1408 Franklin Street Building, the parking garage and lots, the Center for Community Health and Mental Health Hearings. At this time it has been determined that the contract will come over to General Services to manage and we are requesting that remaining budget and future budgets be moved to Facilities Management from the Sheriff's office. The original term of the contract was from January 1, 2016 to December 31, 2017 with the option, if mutually agreed, for three extension of one year each. Both parties had expressed their interest in renewing contingent upon a rate negotiation. This amendment will execute the first of three extensions, update the hours of service, increase contract rates, increase the expected service levels from the vendor, and increase insurance requirements in the contract. Currently funding to cover the contract is not enough to cover the increases in the contractual rates; this staff report includes a budget package asking for approval for increased funding in the Spring 2018 supplemental budget of \$183,087.00 per year for the rate increases. The contractual rate increase are made up of increase in the hourly rate to the vendor's employees from minimum wage to \$14-15 per hour, unionization cost, and overhead cost increase. There is also a need of an additional \$50,750.00 due to increased staff at the Family Law Annex and the Courthouse that was added to the service level in late 2016 but no funding or amendment was requested to account for the additional services and cost at that time, this is being rectified with this amendment also. This package will also move the existing sheriff budget for the G4S contract and supplies over to facilities budget in the amount of \$809,593 in 2018 and \$1,413,852.00 for the next biennium.

### Please complete the following for New Requests:

**Liability/Risk/Safety Impacts:** Provides security services at courthouse, Public Service Center (PSC), 1408 Franklin Street Building, the parking garage and lots, the Center for Community Health and Mental Health Hearings.

**Positive Impact to Citizens:** Provides security services at courthouse, Public Service Center (PSC), 1408 Franklin Street Building, the parking garage and lots, the Center for Community Health and Mental Health Hearings for the benefit of both staff and citizens.

**Efficiency Gains:** Provides need security services by a contracted vendor at a lower rate than the county would pay if we brought the positions in house.

**Workforce Engagement and Contributions:**



**Impacts/Outcomes if not approved:** We will not be able to continue with the security contract and will have to go back out to RFP to find services that will fit into the budget.

Package number	Fund	Prog	Dept	Basele	Obj	Categ	2017-18 EXP inc / REV dec	2017-18 EXP dec /REV inc	2019-20 EXP inc / REV dec	2019-20 EXP dec /REV inc	Type	Operating vs
GEN-08-18SP	0001	402	250	521218	419	000000		808,093		1,410,852	Ongoing	Operating
GEN-08-18SP	5093	000	330	518320	419	000000	808,093		1,410,852		Ongoing	Operating
GEN-08-18SP	0001	000	601	597093	550	000000	808,093		1,410,852		Ongoing	Operating
GEN-08-18SP	5093	000	330	397001	000	000000		808,093		1,410,852	Ongoing	Operating
GEN-08-18SP	0001	000	601	597093	550	000000	233,837		467,674		Ongoing	Operating
GEN-08-18SP	5093	000	330	397001	000	000000		233,837		467,674	Ongoing	Operating
GEN-08-18SP	5093	000	330	518320	419	000000	233,837		467,674		Ongoing	Operating
GEN-08-18SP	0001	402	250	521218	482	000000		1,500		3,000	Ongoing	Operating
GEN-08-18SP	5093	000	330	518320	482	000000	1,500		3,000		Ongoing	Operating
GEN-08-18SP	0001	000	601	597093	550	000000	1,500		3,000		Ongoing	Operating
GEN-08-18SP	5093	000	330	397001	000	000000		1,500		3,000	Ongoing	Operating

This package requires a general fund expense increase of \$233,837 in 2018, followed by an increase of \$467,674 in 2019-20. Subsequent budget action required.

*Adine Post 02/08/2018*

**Amendment to Contract  
RFP No # 700  
Amendment No 4**

Clark County, Washington, after this called "County," a political subdivision of the Washington and G4S Secure Solutions (USA) Inc., after this called "Contractor," entered into a Contract on December 28, 2015 for professional services.

**WITNESSETH**

WHEREAS the Contractor will provided all the required services as outlined in the original scope of work and;

WHEREAS the contract allowed for changes in the scope of services when approved in writing per section 14 of the original contract.

NOW, THEREFORE, THE COUNTY AND THE CONTRACTOR HEREBY AMEND THE CONTRACT AS FOLLOWS:

1. Time:

A. This amendment shall be effective beginning January 1, 2018 and ending December 31, 2018 and uses the first of three one year extension period available per section 4 of the original contract.

2. Services:

A. The contract shall be amended to include all hours of operation as set for in Exhibit C revised on 2/1/2018. This will amend the Exhibit C on page 10 of the original contract and replace it with the Exhibit C attached as Appendix A to this amendment.

B. The contract shall be amended to include documents included as Appendix D to show the level of service, expectations, and training that Clark County expects the G4S staffs who manage the contract and the G4S who are station at Clark County Buildings to uphold.

3. Compensations:

A. The contract cost will increase per Appendix B: Rate Increase. This will add an additional \$233,837.00 per year to the contract amount.

The annual fee's assessed for 2018 will not exceed - \$1,041,930.00.

4. Insurance:

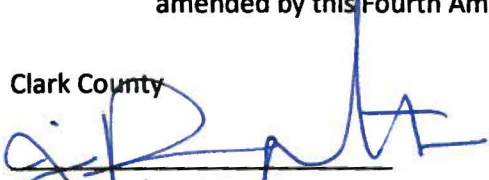
A. Add a section 24 to the original contract which shall read:

24. Insurance. The Contractor shall maintain Professional Liability Insurance in the amount of Two Million Dollars Automobile Liability in the amount of two million dollars, and Commercial Liability Insurance in the amount of Two Million Dollars per occurrence. All parties to this Contract hereby agree that the Contractor's coverage will be primary in the event of any loss. As evidence of the insurance coverage required by this contract, the Contractor shall furnish a Certificate of Insurance to the County. This Contract shall not be effective until the required certificates have been received and approved by the County. Contractor will send a renewal certificate to the county 10 days prior to any expiration of coverages during the Contract period.

B. The insurance certificate is attached as Appendix C.

5. Effect of Amendment: Except as specifically amended herein, the terms and conditions of the G4S Secure Solutions (USA) Inc., contract and amendments 1, 2 and 3, not expressly amended by this Fourth Amendment, shall remain in full force and effect.

Clark County

  
Jim Rumpeltes  
Interim County Manager

G4S Secure Solutions (USA) Inc.

By \_\_\_\_\_

Printed Name \_\_\_\_\_

Title \_\_\_\_\_

APPROVED AS TO FORM ONLY

ANTHONY F. GOLIK

  
Clark County Prosecuting Attorney

# Appendix A:

## Professional Services Contract

Purchasing Contract RFP #700

Clark County Private Security

Exhibit C: revised 2/1/2018

### General Hours of Operation

Facility	Days of Operation	Hours of Operation	Required Staffing
Courthouse East Entrance ESO	Monday – Friday	7:00 AM – 4:00 PM	1
Courthouse East Entrance ESO	Monday – Friday	7:30AM – 4:30PM	1
Courthouse East Entrance ESO	Monday – Friday	8:30 AM– 5:30 PM	1
Courthouse East Entrance ESO	Monday – Friday	8:00 AM– 5:00 PM	1
Courthouse RSO's	Monday – Friday	7:30 AM – 4:00 PM	1
Courthouse West Entrance ESO	Monday – Friday	4:30 AM –1:00 PM	1
Courthouse West Entrance ESO	Monday – Friday	8:30 AM – 5:30 PM	1
Juvenile Justice Center ESO	Monday – Friday	6:30 AM – 3:30 PM	1
Juvenile Justice Center RSO	Monday - Friday	8:30 – 5:30 PM	1
Courthouse ESO's Night Court 1x per month	1 <sup>st</sup> Tuesday of each month	5:30 PM – 7:30 PM Or as needed	3
Courthouse RSO Night Court 1x per month	1 <sup>st</sup> Tuesday of each month	5:30 PM – 7:30 PM Or as needed	1
Courthouse Control Room	Monday – Friday	5:00 AM –1:00 PM	1
Courthouse Control Room	Monday – Friday	1:30 PM- 5:30 PM	Rovers fill in at the controls after 1400 or breaks.
Courthouse RSO's	Monday – Friday	8:30 AM – 5:00 PM or as needed	1
Courthouse RSO's	Monday – Friday	9:00 AM-5:30 PM or as needed	1
Family Law Annex ESO	Monday – Friday	7:30 AM –3:30 PM	1
Family Law Annex ESO	Monday – Friday	8:15 AM – 5:15 PM	1
Family Law Annex RSO	Monday – Friday	8:15 AM – 5:15 PM	1
On site supervisor	Monday-Friday	7:30AM-3:30PM	1
Public Service Center/1408 Franklin Street/Parking Patrol RSO	Monday-Friday, except County Holidays	5:30 AM-5:30PM	2
Public Service	Monday-Friday,	7:30 AM-5:30PM	1

Center/1408 Franklin Street/Parking Patrol RSO	except County Holidays		
Public Service Center	Monday-Friday, except County Holidays	Meetings scheduled after normal business hours – to be scheduled with G4s supervisor in advance – not to exceed 30 hours a month	1
Center For Community Health	Monday-Friday, except CCH scheduled Holidays	6:45AM-7:30PM	1
Center for Community Health- Mental Health Hearings	Monday-Friday	Hearings scheduled with G4s supervisor in advance (will end June 2018)	1

Hours should not exceed 47,060 hours per year or 905 hours per week.



# Appendix B



## CLARK COUNTY LETTER OF AGREEMENT RATE INCREASE (12-18-2017)

Michelle Schuster  
Administration and Facilities Manager  
Clark County General Services  
1300 Franklin Street  
Vancouver, WA 98660

Dear Michelle:

Per our recent visit, the interest in raising the wages of the security officers, coupled with the major changes in the labor market, requires us to increase the current rates. While we do not expect to totally recover these increased costs, we respectfully request that our Clients help us to offset them.

Category	Weekly Hours	Current Wage	Current Rate	Proposed Wage	Proposed Rate
Officer 1	512.5	11.00	17.03	14.00	21.45
Officer 2	80	11.54	17.03	14.50	21.45
Officer 3	160	11.80	17.03	15.00	21.45
Control Room Supervisor	40	13.65	17.03	15.50	21.45
Site Supervisor	40	16.00	17.03	17.50	21.45

The premium rate will be factored in at a 1.4 multiple of the proposed composite rate. (\$30.03)

Please contact me if you have any questions concerning this matter or anything else pertaining to our service.

Effective on 1-1-2018, acceptance of this rate increase letter will amend the billing rate section of the Services Contract. All other terms and conditions of said contract shall remain in full force and effect. G4S thanks you for the privilege of providing service to Clark County, and we look forward to continuing a mutually satisfactory relationship.

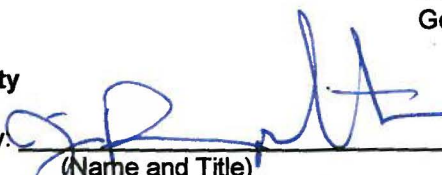
Thank you for your consideration in this matter.

Sincerely,

Stewart Becker  
General Manager

Clark County

Accepted By:

  
(Name and Title)  
Interim County Manager

Date:

MAR. 6, 2018

# Appendix C



## CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)  
01/09/2018

**THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.**

**IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).**

<b>PRODUCER</b> Aon Risk Services, Inc of Florida 1001 Brickell Bay Drive Suite 1100 Miami FL 33131 USA	<b>CONTACT NAME:</b> PHONE (A/C. No. Ext): (866) 283-7122      FAX (A/C. No.): (800) 363-0105 E-MAIL ADDRESS:														
<b>INSURED</b> G4S Secure Solutions (USA) Inc. 1395 University Blvd Jupiter FL 33458 USA	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 80%;">INSURER(S) AFFORDING COVERAGE</th> <th style="width: 20%;">NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: National Union Fire Ins Co of Pittsburgh</td> <td>19445</td> </tr> <tr> <td>INSURER B: American Home Assurance Co.</td> <td>19380</td> </tr> <tr> <td>INSURER C: Illinois National Insurance Co</td> <td>23817</td> </tr> <tr> <td>INSURER D: New Hampshire Insurance Company</td> <td>23841</td> </tr> <tr> <td>INSURER E: AIG Specialty Insurance Company</td> <td>26883</td> </tr> <tr> <td>INSURER F: Lexington Insurance Company</td> <td>19437</td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: National Union Fire Ins Co of Pittsburgh	19445	INSURER B: American Home Assurance Co.	19380	INSURER C: Illinois National Insurance Co	23817	INSURER D: New Hampshire Insurance Company	23841	INSURER E: AIG Specialty Insurance Company	26883	INSURER F: Lexington Insurance Company	19437
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INSURER F: Lexington Insurance Company	19437														

**COVERAGES      CERTIFICATE NUMBER: 570069899772      REVISION NUMBER:**

**THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.      Limits shown are as requested**

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			GL6939023	10/01/2017	10/01/2018	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$2,000,000 MED EXP (Any one person) Excluded PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COM/OP AGG \$2,000,000
A	AUTOMOBILE LIABILITY	Y		CA 709-32-80	10/01/2017	10/01/2018	COMBINED SINGLE LIMIT (Ea accident) \$2,000,000
A	<input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY	Y		CA 709-32-81	10/01/2017	10/01/2018	BODILY INJURY (Per person)
A		Y		CA 709-32-82	10/01/2017	10/01/2018	BODILY INJURY (Per accident)
				VA			PROPERTY DAMAGE (Per accident)
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION						EACH OCCURRENCE AGGREGATE
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY		Y/N	WC086326400	10/01/2017	10/01/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER
B	ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	AOS WC086326395 CA	10/01/2017	10/01/2018	E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE-EA EMPLOYEE \$1,000,000 E.L. DISEASE-POLICY LIMIT \$1,000,000

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)**  
 Professional Liability policy is claims-made.  
 RE: Professional Services Contract, Purchase Agreement, RFP#700. Location of services: 1200 Franklin St., Vancouver, WA 98660. Clark County Sheriff's Office is included as Additional Insured in accordance with the policy provisions of the General Liability and Automobile Liability policy. General Liability and Automobile Liability evidenced herein are Primary and Non-Contributory to other insurance available to an Additional Insured, but only in accordance with the policy's provisions. G4S Branch: Portland.

**CERTIFICATE HOLDER**

**CANCELLATION**

Clark County Sheriff's Office Attn: Cmdr Rusty Warren PO Box 410 Vancouver WA 98666 USA	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE  <div style="text-align: center; font-family: cursive; font-size: 1.2em;">                     Aon Risk Services Inc of Florida                 </div>
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Holder Identifier : Portland

Certificate No : 570069899772



# ADDITIONAL REMARKS SCHEDULE

AGENCY Aon Risk Services, Inc of Florida		NAMED INSURED G4S Secure solutions (USA) Inc.	
POLICY NUMBER See Certificate Number: 570069899772			
CARRIER See Certificate Number: 570069899772	NAIC CODE	EFFECTIVE DATE:	

**ADDITIONAL REMARKS**

**THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,**  
**FORM NUMBER: ACORD 25 FORM TITLE: Certificate of Liability Insurance**

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER	
INSURER	
INSURER	
INSURER	

**ADDITIONAL POLICIES** If a policy below does not include limit information, refer to the corresponding policy on the ACORD certificate form for policy limits.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS	
	WORKERS COMPENSATION							
C		N/A		WC086326396 FL	10/01/2017	10/01/2018		
D		N/A		WC086326402 MA, WI - incl. Stop Gap	10/01/2017	10/01/2018		
D		N/A		WC086326401 AZ, IL, KY, NC, NH, UT, VA, VT	10/01/2017	10/01/2018		
D		N/A		WC086326397 ME	10/01/2017	10/01/2018		
D		N/A		WC086326403 NJ, PA	10/01/2017	10/01/2018		
	OTHER							
E	E&O-PL-Primary			GL3333298	10/01/2017	10/01/2018	Agg Limit	\$2,000,000
							Per Occ. Limit	\$2,000,000

# Appendix D: Increase level of service

Schuster, Michelle

**From:** stewart.becker@usa.g4s.com  
**Sent:** Tuesday, January 09, 2018 11:20 PM  
**To:** Schuster, Michelle  
**Subject:** RE: Contract pricing  
**Attachments:** CLARK COUNTY SECURITY OFFICER CAREER ADVANCEMENT PROGRAM (SOCAP) - 2018.pdf; Clark County Account Manager Professional Development Plan (2018).pdf; Clark County Performance Revitalization Program for Site & Shift Supervisors - 2018.pdf; Leadership Manual for Supervisors Managers.pdf; G4S NATI Learning Management System.pdf; G4S American Management Association (AMA) Online Professional Developmen....pdf

Hi Michelle,

This is in response to the final question that I committed to provide you today.

This is still a fluid program, but I wanted to put it in front of you, so we could give you an idea of what the final product is going to look like. So far, I have developed a performance revitalization training program for security officers, supervisors, and an account manager position. Each of these, as well as the supporting documentation, is attached to this email.

In addition, increased wage opportunities, bring about retention of desired employees, reducing turnover and promoting continuity and consistency. This rate increase will allow G4S to increase our candidate pool, opting for individuals that more closely meet the desired criteria. Taking into consideration the new price increase, G4S would craft a new, updated, job expectations for the Clark County contract. With the intention being to increase the levels of responsibility and service to our customer, any current employees, as well as any new employees, would be assessed to assure they meet higher expectations.

If you could please review and let me know your thoughts so far, it would be greatly appreciated. Thank you again for considering this increase and I look forward to hearing back from you.

Regards,

Stewart Becker  
General Manager, Oregon, Eastern Washington & Idaho  
G4S Secure Solutions (USA) Inc.  
5100 SE Macadam Avenue Suite 550  
Portland, OR 97239  
Office: (503) 291-1005  
Mobile: (541) 525-5318

[Stewart.Becker@usa.g4s.com](mailto:Stewart.Becker@usa.g4s.com)  
[www.g4s.com/us](http://www.g4s.com/us)  
[www.usajobs.g4s.com](http://www.usajobs.g4s.com)



**From:** Stewart.becker@usa.g4s.com [mailto:Stewart.becker@usa.g4s.com]  
**Sent:** Tuesday, January 9, 2018 12:10 PM

To: 'Schuster, Michelle' <Michelle.Schuster@clark.wa.gov>

Subject: RE: Contract pricing

Hi Michelle,

I wanted to check a few of the action items off my list, so here they are...

- I have been able to update our COI to \$2M per occurrence. (See attached)
- As far as the union piece, here is how it works. Along with several other security contractors, G4S is a party to a collective bargaining agreement (CBA) with SEIU Local 49. Pursuant to that CBA, work for government clients within the relevant geographic territory falls under the CBA. Generally speaking, and subject to any applicable transition period, the employees working for G4S on the account automatically fall under the CBA. However, under the CBA, if the account was not unionized before G4S took over the contract, then G4S is entitled to a transition period of up to two years before the all of the economic provisions of the CBA apply to the site. Since G4S started working on the Clark County contract on two years ago, we must start paying at least the wages and benefits set forth in the CBA for the officers on this account.

I am still working a response to providing an increased level of service, but I wanted to provide you with answers to your questions as I collect them. Please review and let me know if you have any questions.

Regards,

Stewart Becker  
General Manager, Oregon, Eastern Washington & Idaho  
G4S Secure Solutions (USA) Inc.  
5100 SE Macadam Avenue Suite 550  
Portland, OR 97239  
Office: (503) 291-1005  
Mobile: (541) 525-5318

[Stewart.Becker@usa.g4s.com](mailto:Stewart.Becker@usa.g4s.com)

[www.g4s.com/us](http://www.g4s.com/us)

[www.usajobs.g4s.com](http://www.usajobs.g4s.com)



From: Schuster, Michelle [<mailto:Michelle.Schuster@clark.wa.gov>]

Sent: Friday, January 5, 2018 3:07 PM

To: Stewart Becker ([stewart.becker@usa.g4s.com](mailto:stewart.becker@usa.g4s.com)) <[stewart.becker@usa.g4s.com](mailto:stewart.becker@usa.g4s.com)>

Subject: Contract pricing

Stewart,

Here are some questions that came up from the meeting today if you could get me answer back I can share them with my director:

1. With this significant price increase how will you be providing us with better service and how will you be able to measure this service for us. As you know the current service we have been receiving has not be up to par and we want a guarantee that once we pay more we are guaranteed a higher level of service form your organization.



2. The current contract had a \$1M insurance per occurrence which is well below our standard county norm we would like to be able to increase it similar to our other contracts the wording that follows would be an example of how it would change:  
Insurance. The Contractor shall maintain Professional Liability Insurance in the amount of Two Million Dollars, Automobile Liability in the amount of two million dollars, and Commercial Liability Insurance in the amount of Two Million Dollars per occurrence. All parties to this Contract hereby agree that the Contractor's coverage will be primary in the event of any loss. As evidence of the insurance coverage required by this contract, the Contractor shall furnish a Certificate of Insurance to the County. This Contract shall not be effective until the required certificates have been received and approved by the County. Contractor will send a renewal certificate to the county 10 days prior to any expiration of coverages during the Contract period.
3. We would like documentation form the SEIU Union that yes the employees under the Clark County Contract are part of the union and the date they became part of the union so we can see justification for the overhead portion of the contract increase.
4. The Mental Health Therapeutic court would like the option to discontinue their portion of the contract as of 6/1/2018.

Thank you,

Michelle Schuster  
Administration and Facilities Manager  
Clark County General Services  
360-397-2300 ext. 4118  
[Michelle.Schuster@clark.wa.gov](mailto:Michelle.Schuster@clark.wa.gov)

This e-mail and related attachments and any response may be subject to public disclosure under state law.

This company is part of the G4S group of companies. This communication contains information which may be confidential, personal and/or privileged. It is for the exclusive use of the intended recipient(s). If you are not the intended recipient(s), please note that any distribution, forwarding, copying or use of this communication or the information in it is strictly prohibited. Any personal views expressed in this e-mail are those of the individual sender and the Company does not endorse or accept responsibility for them. Prior to taking any action based upon this e-mail message, you should seek appropriate confirmation of its authenticity. This message has been checked for viruses on behalf of the Company.





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**CLARK COUNTY SECURITY OFFICER CAREER ADVANCEMENT PROGRAM (SOCAP) - 2018**

G4S has developed a Security Officer Career Advancement Program (SOCAP) specifically for personnel assigned to the Clark County account. The SOCAP program is a blending learning approach which features classroom, web-based, and self-study training components.

<b>SOCAP LEVEL ONE: INITIAL ASSIGNMENT (FIRST 15 DAYS)</b>	
<p><b>Classroom &amp; Instructor Led</b></p> <p><b>Training</b></p>	<p><b>Security Officer Basic Training Program</b></p> <ul style="list-style-type: none"> <li>▪ State Certification</li> <li>▪ First Aid, CPR &amp; AED certification               <ul style="list-style-type: none"> <li>▪ Clark County 40-hour Pre-assignment Training Program with hands on practical evaluation for metal detector screening, report writing and patrol tactics.</li> </ul> </li> <li>▪ Written Final Exam</li> <li>▪ Site-Specific Training with a dedicated OJT Officer program</li> </ul> <p>Testing Requirement: Proctored Final Exam, CPR &amp; First Aid Certification</p>
<b>SOCAP LEVEL TWO: 1-3 MONTHS (30 – 90 DAYS)</b>	
<p><b>Web-based Training via G4S NATI Learning Management System (LMS):</b></p> <p><a href="http://www.myg4straining.com">www.myg4straining.com</a></p>	<p><b>BASIC PREPAREDNESS</b></p> <ul style="list-style-type: none"> <li>▪ Serving the Security Customer (EP-01)</li> <li>▪ Dealing with Stress and Effects of Shift Work (EP-20)</li> </ul> <p><b>CUSTOMER RELATIONS</b></p> <ul style="list-style-type: none"> <li>▪ Communicating Effectively with the Public &amp; the Media (EP-19)</li> <li>▪ Ethics in Security and Protecting Customer Information (EP-18)</li> </ul> <p><b>DIVERSITY AND INCLUSION</b></p> <ul style="list-style-type: none"> <li>▪ Diversity and Sexual Harassment (EP-15)</li> </ul> <p><b>PROFESSIONAL COMMUNICATIONS</b></p> <ul style="list-style-type: none"> <li>▪ Taking Notes and Writing Incident Reports (EP-03)</li> <li>▪ Professional Communications (EP-06)</li> </ul> <p><b>INTERPERSONAL RELATIONS</b></p> <ul style="list-style-type: none"> <li>▪ Teamwork and Security Task Management (EP-16)</li> <li>▪ Conflict Management (EP-11)</li> </ul>





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	<p><b>DRIVING SAFETY</b></p> <ul style="list-style-type: none"> <li>▪ Safe Driving for Security Officer (G4S LMS)</li> </ul> <p>Testing Requirement: 9 EP Exams</p>
<p><b>SOCAP LEVEL THREE: 3-6 MONTHS (90- 120 DAYS)</b></p>	
<p><b>Web-based Training via G4S NATI Learning Management System (LMS):</b></p> <p><a href="http://www.myg4straining.com">www.myg4straining.com</a></p>	<p><b>LEGALITIES</b></p> <ul style="list-style-type: none"> <li>▪ Legal Authority – Extend and Limitations (EP-07)</li> <li>▪ Searching, Seizing, and Protecting Evidence ((EP-09)</li> </ul> <p><b>LIFE SAFETY</b></p> <ul style="list-style-type: none"> <li>▪ Life Safety Issues: Preventing and Responding to Emergencies, Fires and Evacuating Buildings (EP-05)</li> <li>▪ Mobile Patrol Using Cars, Bicycles, and Carts (EP-24)</li> <li>▪ Terrorism – Responding to the Indicators (EP-13)</li> </ul> <p><b>PHYSICAL SECURITY</b></p> <ul style="list-style-type: none"> <li>▪ Effective Patrolling Day and Night (EP-02)</li> <li>▪ Bomb Threats and Visual Search Techniques (EP-12)</li> <li>▪ Advanced Search of People and Vehicles (EP-17)</li> </ul> <p>Testing Requirement: 8 EP Exams</p>
<p><b>SOCAP LEVEL FOUR: 6-12 MONTHS</b></p>	
<p><b>Web-based Training via G4S NATI Learning Management System (LMS):</b></p> <p><a href="http://www.myg4straining.com">www.myg4straining.com</a></p>	<p><b>Workplace Violence Awareness</b></p> <ul style="list-style-type: none"> <li>▪ Workplace Violence Awareness Training (LMS)</li> <li>▪ IS-907: Active Shooter (LMS)</li> <li>▪ Run-Hide-Fight: Surviving an Active Shooter Incident (LMS)</li> <li>▪ Emergency Situations (LMS)               <ul style="list-style-type: none"> <li>✓ Focus on Custom Services – How to Respond to an Active Shooter Incident</li> <li>✓ Focus on Security – Crisis Intervention Techniques</li> <li>✓ Focus on Security – Verbal Diffusion of Hostile Behavior</li> </ul> </li> </ul> <p>Testing Requirement: included in electronic learning program</p>





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<b>SOCAP LEVEL FIVE: 13-18 MONTHS</b>	
<b>Web-based Training via G4S NATI Learning Management System (LMS):</b>  www.myg4straining.com	<b>Health &amp; Safety</b> <ul style="list-style-type: none"><li>▪ Alcohol and/or Drug Abuse and It's Effect (EP-10)</li><li>▪ Time Management (AMA-070)</li><li>▪ Manage Your Stress (AMA-041)</li><li>▪ IS-35.13 Safety Orientation (LMS)</li><li>▪ IS-906: Workplace Security Awareness (LMS)<ul style="list-style-type: none"><li>✓ Focus on Safety – Security Officer Safety</li></ul></li></ul> <p>Testing Requirement: 1 EP Exams – HA testing included in program Web-based material: G4S NATI LMS – www.myg4straining.com</p> <p>✓ <b>Must have also complete contract specific annual refresher training requirement at this point</b></p>

### **LEARNING MANAGEMENT SYSTEM (LMS) WWW.MYG4STRAINING.COM**

The LMS enrollment system tracks training completion, test scores, course progression, and ensures prerequisites and authorizations are complete where appropriate. After each successful course completion, students receive a Certificate of Completion and their training records update automatically.

All training is then documented in each employee's individual training record. This formal document records all training (pre-assignment, new hire orientation, ongoing/refresher, annual, etc.) and is entered into the individuals' online folder via our Human Resource (HR) System. Records contain the course description, the date completed, and the grade earned, if applicable.

Depending on the office assigned post, this training may not mandatory. It is optional for career development and we would encourage anyone to take notice of those who choose to engage in this program. In our experience those who engage in this program usually have higher career aspirations of Supervision and Management and will allow us to develop our people into future leaders.





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### Clark County Account Manager Professional Development Plan (2018)

G4S developed this voluntary career development plan for the Clark County Account Manager. This program combines the resources of the G4S North America Training Institute with external training resources from DHS and FEMA.

<b>G4S NORTH AMERICA TRAINING INSTITUTE COMPONENTS</b>	
<p><b>Web-based Training via American Management Association (AMA) Professional Development Programs :</b>  <a href="http://www.myg4straining.com">www.myg4straining.com</a></p>	<p><b>American Management Association (AMA) Professional Development Programs</b></p> <ul style="list-style-type: none"> <li>• 59 programs that cover a multitude of management areas and development.</li> <li>• <b>Examples of topics:</b> <ul style="list-style-type: none"> <li>○ Team Building</li> <li>○ Negotiating</li> <li>○ Decision Making</li> <li>○ Time Management</li> </ul> </li> <li>• <b>The goal is to complete one course every two weeks</b></li> </ul>
<b>ONLINE PROFESSIONAL DEVELOPMENT SERIES OF COURSES PART 1</b>	
<p><b>Web-based Training via Online Courses:</b></p> <p><a href="https://training.fema.gov/is/courseoverview.aspx?code=IS-244.b">https://training.fema.gov/is/courseoverview.aspx?code=IS-244.b</a></p>	<p><b><u>An Introduction to Emergency Management Exercises</u></b></p> <ul style="list-style-type: none"> <li>• Course involves the basics of emergency management exercises.</li> <li>• It also builds a foundation for subsequent exercise courses, which provide the specifics of the Homeland Security Exercise and Evaluation Program (HSEEP) and the National Standard Exercise Curriculum (NSEC).</li> </ul> <p><b><u>Fundamentals of Emergency Management</u></b></p> <ul style="list-style-type: none"> <li>• This course is an introduction to the fundamentals of emergency management.</li> <li>• This is the first course in the Federal Emergency Management Agency (FEMA) Emergency Management Institutes's independent study Professional Development Series.</li> </ul> <p><b><u>Emergency Planning</u></b></p> <ul style="list-style-type: none"> <li>• This course offers training in the fundamentals of the emergency planning process, including the rationale behind planning.</li> </ul> <p><b><u>Leadership and Influence</u></b></p> <ul style="list-style-type: none"> <li>• Explains what leadership means for emergency management personnel and why effective leadership begins with personal insight and development.</li> <li>• Identifies your leadership capabilities and areas for personal development.</li> </ul>





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<b>ONLINE PROFESSIONAL DEVELOPMENT SERIES OF COURSES PART 2</b>	
<b>Web-based Training via FEMA Online Courses:</b>  <a href="https://training.fema.gov/is/courseoverview.aspx?code=IS-244.b">https://training.fema.gov/is/courseoverview.aspx?code=IS-244.b</a>	<b><u>Decision Making and Problem Solving</u></b> <ul style="list-style-type: none"><li>● How we make decisions</li><li>● Group decision making</li><li>● Crisis decision making</li><li>● Ethical decision making</li></ul> <b><u>Effective Communication</u></b> <ul style="list-style-type: none"><li>● Identify factors that contribute to and detract from effective communication</li><li>● Develop a strategy for ensuring that emergency communications meet the needs of the whole community, including those with access and functional needs</li><li>● Identify strategies for communicating effectively in emergency situations</li></ul> <b><u>Developing and Managing Volunteers</u></b> <ul style="list-style-type: none"><li>● Identify situations in which volunteers can be a useful addition to response and recovery operations.</li><li>● Define skill and knowledge requirements for volunteers.</li><li>● Develop a volunteer program that includes strategies for recruiting and managing volunteers within the whole community.</li><li>● Develop a plan for setting up a Volunteer Reception Center.</li><li>● Identify special issues involving the use of volunteers.</li></ul>
<b>ONLINE PROFESSIONAL DEVELOPMENT SERIES OF COURSES PART 3</b>	





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**Clark County Supervisor Performance Revitalization Enhancement Program (2018)**

G4S developed this voluntary career development plan for Clark County Site/Shift Supervisors. The PREP program is a blending learning approach which features web-based and self-study training components.

<b>PREP LEVEL ONE: 1-2 MONTHS (30 – 60 DAYS)</b>	
<p><b>Web-based Training via G4S NATI Learning Management System (LMS):</b></p> <p>www.myg4straining.com</p>	<p><b>G4S New Supervisor's Toolbox</b></p> <ul style="list-style-type: none"> <li>▪ Web-based material: G4S NATI LMS – www.myg4straining.com</li> <li>▪ Print certificate for training record</li> </ul> <p><b>G4S First Line Supervisor and Manager Workbook – <u>Business Ethics and Compliance</u></b> Web-based material: G4S NATI LMS – www.myg4straining.com</p> <ul style="list-style-type: none"> <li>▪ Print certificate for training record</li> </ul> <p><b>AMA-062: Succeeding As An Occasional Trainer</b></p> <ul style="list-style-type: none"> <li>▪ www.myg4straining.com</li> <li>▪ Print certificate for training record</li> </ul>
<b>PREP LEVEL TWO: 2-6 MONTHS (60 – 120 DAYS)</b>	
<p><b>Self-Study Training</b></p>	<p><b>G4S Leadership Manual for Supervisors and Managers</b></p> <ul style="list-style-type: none"> <li>• The University of Maryland recognizes the Leadership Manual self-study program as an 80-hour course and will award students eight continuing education units (CEUs) upon completion. Additionally, American Council on Education (ACE) recommends 3 semester college credit hours in supervisory or leadership skills at the student's option for success completion of this manual. (visit ACE website for additional information).. Successful completion of the course must be documented in the employee's training record.</li> </ul> <p><b>Self-study manual with proctored exam requirement (see note in manual)</b></p> <ul style="list-style-type: none"> <li>• Certificate: Printed in local office using FM-224 (proctored exam)</li> <li>• See FM-225 for additional information</li> </ul>
<b>PREP LEVEL THREE: 6-12 MONTHS</b>	
<p><b>Web-based Training via G4S NATI Learning Management System (LMS):</b></p> <p>www.myg4straining.com</p>	<p><b>G4S First Line Supervisor and Manager Certification Program (13)</b></p> <ul style="list-style-type: none"> <li>• The American Council on Education (ACE) recommends 3 semester college credit hours in personnel management for completion of this newly created certification program (visit ACE website for additional information).. Successful completion of the program must be documented in the employee's training record. <b>Note:</b> Successful</li> </ul>







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	<p>Completion of G4S Leadership Manual is a prerequisite to receive ACE recommended college credits for this program.</p> <ul style="list-style-type: none"> <li>• <b>See list of 13 required workbooks below:</b> <ol style="list-style-type: none"> <li>1. Building Teams</li> <li>2. Coaching Skills</li> <li>3. Communicating Effectively</li> <li>4. Conducting Appraisals</li> <li>5. Diversity &amp; Inclusion</li> <li>6. Encouraging Self-Learning</li> <li>7. Handling Grievance, Discipline and Employment Law</li> <li>8. Health &amp; Safety</li> <li>9. Managing Change</li> <li>10. Managing Employee Welfare and Stress</li> <li>11. Preventing Bribery and Corruption</li> <li>12. Recruiting Fairly</li> <li>13. Reward and Recognition</li> </ol> </li> </ul> <p><b>Web-based materials:</b> G4S NATI LMS – <a href="http://www.myg4straining.com">www.myg4straining.com</a></p> <ul style="list-style-type: none"> <li>• Prerequisite: G4S Leadership Manual for Supervisors and Managers</li> <li>• Print individual certificate for each workbook, must be filed in employee's training record</li> </ul>
<p><b>PREP LEVEL FOUR: 13-18 MONTHS</b></p>	
<p><b>Web-based Training via G4S NATI Learning Management System (LMS):</b></p> <p><a href="http://www.myg4straining.com">www.myg4straining.com</a></p>	<p><b>Managing Yourself (10)</b></p> <ul style="list-style-type: none"> <li>▪ Assertiveness and Self-Confidence (AMA-003)</li> <li>▪ Boosting Your Powers of Persuasion (AMA-006)</li> <li>▪ Delegation (AMA-015)</li> <li>▪ Develop Your Emotional Intelligence (AMA-019)</li> <li>▪ Effective Public Speaking (AMA-022)</li> <li>▪ Leadership in a Complex Environment (AMA-038)</li> <li>▪ Management Styles (AMA-040)</li> <li>▪ Manage Your Stress (AMA-041)</li> <li>▪ The Manager-Coach (AMA-069)</li> <li>▪ Time Management (AMA-070)</li> </ul> <p><b>Managing Others (8)</b></p> <ul style="list-style-type: none"> <li>▪ Developing Your Staff's Skills (AMA-018)</li> <li>▪ Improve Your Team's Well-Being in the Workplace (AMA-033)</li> <li>▪ Improve Your Team's Client-Focus (AMA-032)</li> <li>▪ Managing Disputes (AMA-043)</li> <li>▪ Managing for the First Time - (AMA-044)</li> <li>▪ Motivating Your Staff (AMA-051)</li> </ul>





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	<ul style="list-style-type: none"><li>▪ Resolving Problems as a Team (AMA-057)</li><li>▪ Working Across Generations (AMA-078)</li></ul> <p><b>Web-based materials:</b> G4S NATI LMS – <a href="http://www.myg4straining.com">www.myg4straining.com</a> <b>Print certificate for each course for training record</b></p>
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**LEARNING MANAGEMENT SYSTEM (LMS) WWW.MYG4STRAINING.COM**

The LMS enrollment system tracks training completion, test scores, course progression, and ensures prerequisites and authorizations are complete where appropriate. After each successful course completion, students receive a Certificate of Completion and their records are automatically updated.

All training is then documented in each employee's individual training record. This formal document records all training (pre-assignment, new hire orientation, ongoing/refresher, annual, etc.) and is entered into the individual's online folder via our Human Resource (HR) System. Records contain the course description, the date completed and the grade earned, if applicable.





## North American Training Institute Learning Management System



As part of the vast array of training resources available to our employees, we are proud to offer the G4S North America Training Institute Learning Management System. The website provides immediate access to self-study programs for all registered G4S North America Region employees via the Internet.

To access the training website, you must use a computer that has access to the Internet. In the address bar of your browser, enter or click on the following:

[www.myg4straining.com](http://www.myg4straining.com)

**Welcome! Please sign in:**

Login	<input type="text"/>
Password	<input type="password"/>
	<input type="button" value="Login"/>

***Enter your user ID and password as follows:***

**User ID:**

This consists of the first character of your first name, followed by your full last name, followed by the last 4 digits of your Social Security Number. (For example, if your name is John Marshall and your Social Security Number is 000-00-4321, your User ID would be: **jmarshall4321**).

**Password:** naticu (case sensitive)

If you experience login issues or need assistance, contact [carmen.randall@usa.g4s.com](mailto:carmen.randall@usa.g4s.com)



## American Management Association (AMA) Professional Development Programs

G4S North America Training Institute now provides American Management Association ® (AMA) online professional development programs to all G4S Secure Solutions (USA) employees via our Learning Management System at [www.myg4straining.com](http://www.myg4straining.com).

**Login:** first initial of first name, complete last name and last four of SSN, for example if your name is James Smith and your SSN is 123-34-1235 then your login would be jsmith1235. **Password:** naticu

### The following 59 topics are available as full training sessions:

- 1. Alternative Decision-Making (AMA-001):**  
Make better decisions by determining a decision's influence over time and on the environment, acting in accordance with one's values, and preventing hasty interpretations.
- 2. Appraising Your Staff (AMA-002):**  
Provide managers with guidance on improving appraisal skills and conducting a successful performance review.
- 3. Assertiveness And Self-Confidence (AMA-003):**  
Teach employees the keys to self-confident behavior and improve their assertiveness, even during tough situations.
- 4. Basic Communication Tools (AMA-004):**  
Develop basic communication skills to enhance capabilities to communicate with team members, customers, supervisors and professional partners. Courses within this topic include asking questions, rephrasing, active listening, showing empathy and making your point effectively. Additionally, key principles of communication and how to identify the different styles of communication are also taught.
- 5. Becoming More Assertive In The Workplace (AMA-005):**  
Enhance employees self-esteem, well-being and build their reputation in the workplace.
- 6. Boosting Your Powers Of Persuasion (AMA-006):**  
Use the power of persuasion to have ideas heard, considered and implemented. Courses within this topic include how to find and strengthen your arguments, questions that lead to "yes" responses, and how to respond when faced with objections.
- 7. Boost Your Everyday Effectiveness (AMA-007):**  
Improve personal efficiency in three critical areas: communicating powerfully by email, improving your memory, and taking effective notes.
- 8. Boost Your Negotiating Skills (AMA-008):**  
Learn to negotiate successfully by avoiding haggling and positional bargaining. Successful negotiation skills are developed by understanding your negotiation style, prepping before a negotiation, and developing a good working relationship as well as the usefulness of the mutual gains approach during a negotiation.
- 9. Building A High-Performance Team (AMA-009):**  
Help managers understand the concept of a team, develop the creation of a united team, and how to continuously cultivate the team for enhanced performance.



## American Management Association (AMA) Professional Development Programs

- 10. Build Your "Marketing Mix" (AMA-010):**  
Assist non-marketing managers understand the fundamentals of marketing and the benefits of marketing concepts (such as pricing and product analyses) as it relates to their area of the organization.
- 11. Corporate Responsibility And Sustainable Development (AMA-014):**  
Consider the challenges and benefits of promoting a socially, environmentally and ethically responsible business within the corporation.
- 12. Delegation (AMA-015):**  
Train managers and leaders to effectively delegate responsibilities to staff members. The courses provide insight into the pros and cons of delegating work, monitoring the work, and what to do if the outcome is not correct.
- 13. Develop Creativity Using Intuition (AMA-016):**  
Learn to cultivate creativity in yourself and within others, generating new approaches and ideas to overcome company hurdles. These courses are useful for those who are more pragmatic in their job function as well as those who are already creative and want to learn how to encourage creativity within others.
- 14. Developing Your Staff's Skills (AMA-018):**  
Teach managers the full scope required to strategically develop skills of their staff. Courses focus on the following concepts: determining competencies and which skills to focus on; development through training, delegating, and coaching; plus the final process of providing constructive feedback.
- 15. Develop Your Emotional Intelligence (AMA-019):**  
Study the concept of emotions and techniques regarding the development of a person's emotional intelligence to succeed in his/her private and professional life. Emotional intelligence reflects the skills that are essential in self-control and the relationships we have with others.
- 16. Effective Meetings (AMA-021):**  
Run meetings in an inclusive, controlled and efficient manner from the initial set-up to the final wrap-up.
- 17. Effective Public Speaking (AMA-022):**  
Impact the audience when making a public speech. Courses provide unique techniques in communicating as a presenter during a public speaking event. Techniques entail preparing, capturing and keeping audience's attention, in addition to the use of body language, voice tempo and tone plus visual support to conduct an overall effective experience for the audience.
- 18. Fixing And Applying A Marketing Strategy (AMA-026):**  
Provide a higher level of understanding regarding marketing concepts and analysis tools to assist in determining a marketing strategy, creating a marketing plan or auditing a marketing program.
- 19. Formulating Your Goals (AMA-027):**  
Formulate and dissect objectives to increase the chances of succeeding in your goals.
- 20. Fundamentals Of Finance (AMA-028):**  
Introduce non-finance personnel to the fundamentals of finance. Courses provide a dissection and analysis of the financial statements (income statement, balance sheet and cash flow statement) in addition to an understanding of consolidation and corporate taxation.





## American Management Association (AMA) Professional Development Programs

- 21. Fundamentals Of Financial Management (AMA-029):**  
Comprehend the fundamental elements of financial management such as cost breakdown, budgeting process, the use of a Balanced Scorecard, forecasting earnings, break-even points, etc.
- 22. Improve Your Team's Client-Focus (AMA-032):**  
As a manager, encourage and infuse client-oriented behavior within your team by meeting client's expectations and managing client dissatisfaction.
- 23. Improving Your Team's Well-Being In The Workplace (AMA-033):**  
Focus on the importance of the manager's role in creating a healthy environment for the team, resulting in a product workplace. Techniques include developing appropriate attitude, recognizing symptoms of malaise, creating an atmosphere of respect, etc.
- 24. Introducing Marketing (AMA-035):**  
Learn the basic marketing concepts and techniques: customer behavior, segmentation, and market research.
- 25. Launching A New Product (AMA-036):**  
Learn to create new product marketing concept, develop a marketing mix and ultimately implement new product marketing launch and sale.
- 26. Leadership In A Complex Environment (AMA-0038):**  
Applies to all individuals who strive for a better understanding of their managers, want to adapt and succeed in complex situations, look to identify strengths, and take actions to develop potential strengths.
- 27. Manage Change (AMA-039):**  
Help managers prepare and execute change management successfully. Courses provide insight into situations during the change management life cycle; such as getting the team on board for change, daily management of the planned change, supporting your team through the change, organizing a planned change, understanding the importance of communication during this process, and paying attention to ethic issues during this time frame.
- 28. Management Styles (AMA-040):**  
Techniques used by managers who wish to increase autonomy and motivation of their staff.
- 29. Manage Your Stress (AMA-041):**  
Understand stress so that individuals can better analyze and assess stress levels, learn what stress is, face typical stresses of a manager, and how to change for the better.
- 30. Managing Disputes (AMA-043):**  
Manage staff to decrease the chances of interpersonal crisis yet know how to resolve tensions should conflicts arise.
- 31. Managing For The First Time (AMA-044):**  
Build skills to manage effectively as a new manager. Courses provide new managers immediate insight into their new role, diagnose the team's performance, and how to follow the golden rules.
- 32. Managing For The First Time – Effective People Management (AMA-045):**  
Includes a course for newly-appointed managers, with or without prior experience in team management.



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- 33. Managing Progress And Innovation In Your Team (AMA-048):**  
Optimize team performance by encouraging idea flow atmosphere, helping to implement ideas, acknowledging ideas by colleagues, and helping develop complex ideas for the company.
- 34. Mastering The Basics Of Group Strategy (AMA-049):**  
Study what is corporate strategy. This topic provides courses regarding areas of company growth (specialization or diversification), managing strategic portfolio, expanding via acquisitions, creating value for shareholders, and creating value.
- 35. Mastering The Essentials Of Selling (AMA-050):**  
Learn the basic tools to conducting a successful sale. Courses provide guidance starting with how to prepare for a sales meeting, discovering clients' need/motivation, dealing with clients' objections, and concluding a sales meeting.
- 36. Motivating Your Staff (AMA-051):**  
Managers acquire the art of motivating their staff by using praise and V.I.E systems. In addition they are taught how to deal with demotivation and passivity within the team.
- 37. Project Management (AMA-053):**  
Follow the life-cycle of a project with these detailed courses focusing on the steps of project management. Courses in this topic area include: defining the project and assigning key roles, setting milestones, breaking down and organizing the project and resources available, controlling the project, managing risk, dealing with the human factor, and managing the post-project phase.
- 38. Recruit Successfully (AMA-054):**  
Train managers on recruiting process; starting at creation of a job description, conducting the interview, to the final stage of proper documentation and selection of ideal candidate.
- 39. Remote Management (AMA-055):**  
Managers learn to manage team members that work remotely. Courses include risks and opportunities of remote working, motivating and supporting remote staff, and implementing a remote work environment for your team.
- 40. Remote Working (AMA-056):**  
Provide suggestions on set-up and adapting to a "work from home" scenario.
- 41. Resolving Problems As A Team (AMA-057):**  
Provide practices to run an efficient meeting.
- 42. Selling Big Projects (AMA-059):**  
Train to sell big projects, products or services that require long sales cycle-time and complex selling techniques.
- 43. Strengthen Your Creativity (AMA-061):**  
Improve creativity and personal efficiency by managing information more effectively.
- 44. Succeeding As An Occasional Trainer (AMA-062):**  
Learn to run a training session. Courses entail defining learning objectives, using the right teaching methods, using teaching techniques effectively, running a training course successfully, and adapting teaching principles to the profiles of the participants.



## American Management Association (AMA) Professional Development Programs

- 45. Successfully Managing Face-To-Face Meetings With Your Staff (AMA-063):**  
Manage a personal development meeting successfully and learn how to respond to employees who are poor performers and do not follow rules.
- 46. The Basics Of Supply Chain Management (AMA-065):**  
Managers learn the basic principles of supply chain management, forecasting and supply planning in addition to managing relationship with suppliers and clients.
- 47. The Brand (AMA-066):**  
Learn the key components of a brand's identity, measure the intangible assets value of a brand and the ideal position of a brand.
- 48. The Building Blocks Of Financial Analysis (AMA-067):**  
Study and learn to analyze tools such as breakeven point, working capital, cashflow statement and income statement for financial analysis.
- 49. The Fundamentals Of A Company's Strategy (AMA-068):**  
Managers learn how to define and implement effective strategies by learning what is a company strategy, drawing up a strategic project, mastering SWOT analysis, building your strategy at the business level, learning what is cost strategy, conducting a cost strategy successfully, conducting a differentiating strategy successfully, analyzing market dynamics, etc.
- 50. The Manager-Coach (AMA-069):**  
Learn the difference between managing and coaching those on your team and which tools to use to improve your managerial skills.
- 51. Time Management (AMA-070):**  
Implement effective and appropriate time management methods.
- 52. Transverse Management (AMA-071):**  
Managers learn what transverse management is, how to assert themselves as leaders in a non-hierarchical relationship, how to network and develop cooperative behavior, and how to get people to communicate effectively.
- 53. Understanding Financial Instruments (AMA-072):**  
Understand financial instruments; what a bond, a share and options is plus how are shares/bonds/options valued.
- 54. Understanding The Theory Of Resources (AMA-073):**  
Learn the theory behind the notion of strategy; competitive advantage by Michael Porter, limits of Porter's model, and redefining strategy through the theory of resources.
- 55. Value Creation (AMA-074):**  
Educate managers on concepts of how a business works financially and operates based on value creation. Courses target areas such as measuring profitability, analyzing liquidity, mastering valuations basics, and creating value on a daily basis.
- 56. Valuing Diversity (AMA-075):**  
Study the benefits of a diverse workforce and as managers, how to implement and manage diversity in the workplace.



## American Management Association (AMA) Professional Development Programs

### 57. Vision And Leadership (AMA-076):

Comprehend the concept of vision and training managers on how to apply corporate vision to their particular job function. Additionally, managers improve leadership skills as they learn to create and implement vision within their teams.

### 58. Working Across Cultures (AMA-077):

Recognize and build trust while interacting with multi-cultural individuals.

### 59. Working Across Generations (AMA-078):

Learn to understand, communicate, manage and lead a team consisting of diverse generations.

### The following 19 topics provide short 3 to 6 minute videocasts from industry professionals:

#### 1. Change (AMA-011):

5 videocasts consist of the following mini lectures: When everything is fine...change; People resist being changed; Avoid creating resistance; our fears aren't all legitimate; and Building a team based on trust.

#### 2. Client Orientation (AMA-012):

10 videocasts consist of the following mini lectures: The best strategy to gain competitive advantage; Change your mindset: from market to customer; Is low cost the opposite of quality of service; A global and complete shift; Choose priorities from the customer's viewpoint; For large companies...customer orientation must become a top priority; Client orientation leads to improved performance; Move from product orientation to customer orientation: think "customer"; Be a world traveler; and In the next 5 to 10 years, what about companies that are not client-oriented?

#### 3. Communication (AMA-013):

7 videocasts consist of the following mini lectures: Give voice to end-users; don't lobby, ask for advice; Beware of misinterpretations; Managing knowledge and information; Practicing win-win negotiation; Improve communication within your team; and Tell stories.

#### 4. Developing Talents (AMA-017):

23 videocasts consist of the following mini lectures: The star in each of us; The importance of prompt feedback; Fostering risk-taking; Are you a people developer; Are you using the stroking formula; Happiness at work; Giving freedom of decision; Appeal to the 'adults' in people; Behind a great leader there is always a coach; Gen Y and the reward system; GenY's approach to work; GenY: committed but always looking outward; Train to retain; Distribute leadership; Help people to change; Tell people the truth; Plan for your succession; Develop leaders in your team; Share around the credit for successes; Understand your colleagues; Trust your young leaders; Manage beyond knowledge and skills; It's the journey, not the destination.

#### 5. Driving Operations (AMA-020):

21 videocasts consist of the following mini lectures: Process reviews; Perform simple experiments; Mid-management is the key; Solving problems; Integrating with suppliers; Hear the voice of customers; Supply chain: keep it simple; Supply chain: look at your competitors; Segment your supply chain; Cooperating along the supply chain; The supply chain must support the strategy; Beware of the slow-moving products; Reconcile logistics and sales; Segment your service level; Collaborate on logistical solutions; Anticipate to cut logistical costs; No shortage allowed; Differentiated "on time in full"; Discipline is the key to logistics; Reconciling logistics and management; and Supply chain: global and local.



## American Management Association (AMA) Professional Development Programs

### 6. Entrepreneurship (AMA-023):

40 videocasts consist of the following mini lectures: Going beyond planning and execution; Sense and respond; Finding good business partners; Building business partnerships; "Leave something on the table"; Focus on real needs; Preparing an opportunity cost analysis; The art of presenting a business plan; 7 components of a good business plan; Always check the market potential; How distinctive is your offering; Set clear milestones and assess your risks; Market analysis - are you sure of your sales and distribution plan; Protect your IP; Management: build a team not, a group of individuals; Take care with your cash flow predictions; Show perseverance and commitment; Be passionate; Be aware of your strengths and weaknesses; A good entrepreneur must have a vision; Don't be a slave to your customers; Routine kills business; Stop missing business opportunities; Be smarter in business; Explore your customers' space; Find the optimum value match; Address the customer's visible problem; Identify customer value; Explore the customer's hidden problem too; Eradicate your customers' pain points; Innovate easily, every day, everywhere; Know the real value of your customers; The big potential behind small transactions; Select your customers; Changing target customers; Reach emerging customers; Enhance your image with non-customers; Everybody can create value; Mutual respect: a key to value creation; and Create value for internal customers.

### 7. Ethics And Responsibility (AMA-024):

11 videocasts consist of the following mini lectures: Avoiding the pitfalls of external growth; The dangers of disguising figures; No value creation, no sustainable business; Make sustainability a key to success; The green economy is everybody's business; Can your strategy withstand business cycles; The adverse effects of variable pay; The concept of countervailing powers; Don't take external audits lightly; Effective internal control; and Steering clear of conflicts of interest.

### 8. Finance (AMA-025):

13 videocasts consist of the following mini lectures: Hey, do you know the cost of money for your business; Financial forecasts: forget your crystal ball; Are you sure you are creating value; Do you get the full financial picture of your business; Value-based management for dummies; Working capital: it's your responsibility too; Finance people: are you sure you are strategic partners; Finance is too important to be left only to finance people; How much debt is good for you; The 7 deadly sins of M&As; The company as a finance pump; Why are companies dying; and Earnings per share: forget about it!

### 9. Global Business (AMA-030):

6 videocasts consist of the following mini lectures: No intercultural skills, no international business; Be aware of the influence of your own culture; Get out of the mess of multicultural context; Home, work, travel: develop your intercultural mindset; Don't miss the intercultural train; and Have you given yourself the resources you need to attain your international ambitions?

### 10. Human Resources (AMA-031):

5 videocasts consist of the following mini lectures: How to address women, in order to attract all possible assets; Promoting women: a specific skill; the myth of the "glass ceiling"; Make attractive job offers; and Recruit "adults."

### 11. Innovation And Creativity (AMA-034):

14 videocasts consist of the following mini lectures: Don't brainstorm, brain write; Rethinking your innovation strategy; Creating the future; Winning in Emerging Markets with Reverse Innovation; The execution side of innovation; Anticipating conflict between innovation and operations; Going beyond continuous improvement; The limitations of scripted innovation processes; The myth of the innovation hero; Manage innovation differently from ongoing operations; Build a dedicated innovation team; Facilitate cooperation between innovation and operations; Make specific plans to test your innovation hypothesis; and How to appraise innovation leaders?





## American Management Association (AMA) Professional Development Programs

### 12. Leadership (AMA-037):

45 videocasts consist of the following mini lectures: The quiet leadership style; Female leadership; The leaders of tomorrow are not the "heroes" of yesterday; Leaders of today, seek general agreement; Use both your brains; Risk management: a question of hormones; New leaders are not power-hungry; Decision-makers: when to let others do the talking; Go beyond your job description; Show your people the way to more independence; First impressions count; The keys to a balanced relationship; What is the purpose of your business; Be transparent in tough times; Make time Your Ally When Making Decisions; Apply Your Vision; Know How to Let Go of Self pride; Differentiate decision-making errors; Identify dangerous decision-making errors; The correct decision-making process; What opportunities might a decision create; Accelerating the decision-making process; Taking intermediate decisions; Anticipate competitors' decisions; Learn lessons from your mistakes; Encourage ownership of decisions; Decisions and the business life cycle; The timing of decisions; Aim for temporary advantages when making decisions; Don't favor efficiency over flexibility; Create meaning; The grass is always greener on the other side; Challenge your beliefs; What is leadership; What is vision; Is vision only for the elite; Be bold when creating your vision; Is your vision aligned with your identity; The changing face of leadership; Always keep the bigger picture in mind; Leading in the midst of a crisis; Career: be true to your inner voice; How to make sure your goals make you happy; Challenge your limits; and Throw your bag over the wall.

### 13. Managing Cross-Functionally (AMA-042):

3 videocasts consist of the following mini lectures: Define Areas of Rivalry to Succeed as a Team; Introduce Diversity to Your Projects; and The Three Ingredients to Start a Successful Project.

### 14. Managing People (AMA-046):

45 videocasts consist of the following mini lectures: Identifying your staff's motivations; The best motivating emotion; The power of giving; The quiet time policy; How to support your team when implementing desk-sharing; How to implement remote working successfully; The new management paradigm; Remote management; Creating a collaborative mindset; There is more than one way to be intelligent; The power of the E factor; Get the "unspoken contract" out into the open; The territorial itch; Are you in a marathon or a horse race; Preventing negative power in your team; Is your business aligned with the diversity of your market; Diversity: people at the top really can make a difference; Diversity is your responsibility too; Embrace diversity personally; Diversity: are you a role model; Diversity is profitable; Diversity: look at all the strands; Diversity affects us all; Ignore diversity at your peril; The hidden costs of procedures; Encourage commitment; Avoid 'managing for the 3%'; Cultural fit is the key; Avoid the 'carrot and stick'; Invest in trust; Build a high-performing team; Have fun together; You can change things; Keep your team healthy; Build team spirit; Strengthen your team; Fight bullying; Your role as a leader; Motivate people on an individual basis; Expose underlying problems; Define your team culture; Achieve success through leadership; Leading in a new world of complexity; Avoid ruling everything; and Why make your team happy?

### 15. Managing Performance (AMA-047):

11 videocasts consist of the following mini lectures: How to contribute to your team's wellbeing; How to encourage cooperation; Capture the truth about your performance; the secret of an outstanding team; the shamrock: the future of organizations; Look at things with fresh eyes; Pay attention to the support functions; Thank and teach; Never stop learning despite success; Forget the job descriptions; and Keep your feedback very simple.

### 16. Personal Development (AMA-052):

70 videocasts consist of the following mini lectures: The power of negotiating for others; Boost your personal network; Anticipate emotional situations; How to stay in control as a remote worker;





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The importance of visual bonds; How to build trust remotely; Detox your environment; Switching your mindset from input to output; The home worker's ritual of transition; Home workers: increase your visibility; Security rules for mobile workers; Desk-sharing: an opportunity to expand your network; Dealing with the open-plan chatterbox; Parental leave: beware of stereotypes; Be a portfolio worker; Learn from your experience; Don't tell, ask; Only perception counts; Carry out field investigations; Failure is the Key to Success; Maintain Your Desire to Learn; Diversify your experience in the workplace; Beware of getting promoted too quickly; Make the most of a career change; Change your career one step at a time; Build a balanced career path; Guiding staff through a job transition; Provide both challenges and opportunities for development; Invest in GenY's personal development; Build on sideways career moves; Accept conflict; Let go; Know yourself; Ask for feedback; Accept your mistakes; Rely on values; Seek out dissent; Work intelligently; Reframe situations; Control your reactions; Ask for support; Share your emotions; Take care of yourself; Carpe diem; Find your tipping points; Preparing to adapt to change; Challenge your certainties; How to avoid being paralyzed by stress; Don't let your emotions take over; Identify where your stress really comes from; Bringing down your stress levels; Denying problems can make them worse; Good stress and bad stress; The power of life's meaning; Smile away the pain; Developing a positive attitude; Share your emotions; Stepping out of your comfort zone; The secret of work-life balance; The secret of happiness; Let your emotions go; Learn to fail or you'll fail to learn; How to make better use of your time; Accept your emotions; Take time to recover; The ingredients of a happy life; Don't reject your emotions; How to deal with anxiety; Making gratitude rituals part of your life; and Healthy relationships.

### **17. Sales And Marketing (AMA-058):**

34 videocasts consist of the following mini lectures: Don't neglect 50% of the market; A leading product is a product designed for women; From performance-oriented marketing to Utopian marketing; Get familiar with your key accounts; More added value for your key accounts; No strategic account plan, no key account management; Following up for your key accounts; Building a network of relationships with your key accounts; Using measurement as a powerful tool in key account management; Make sure key accounts are profitable; The role of processes in key account management; Showing leadership as a key account manager; Involving your key account team; Running effective key account team meetings; Adapt your organization to the needs of your key accounts; Key account management is a journey; Involve the whole company in key account management; Make sure key account planning really counts; Select your key accounts carefully; Evaluate the profitability of your key accounts; Is your culture compatible with key account management; Evaluating an opportunity; Check that your product will be accepted; Engineers and marketers: too many cooks in the kitchen; Targeting the person who holds the pen; Understanding the demand chain; Sell solutions, not products; Selling through distributors: it takes three to tango; Avoiding price wars; Don't miss the e-business train; E-business: friend or foe; The challenge of moving from products to solutions; How to make social media work for you; and Attract new customers using social media.

### **18. Strategy (AMA-060):**

12 videocasts consist of the following mini lectures: Seeing beyond costs; Renew Your Vision; Opportunities in tough times; Keys to a successful strategy; Figures are what really counts; Risk management: don't cross the line; In tough times, focus on your core business; Exploiting industry cycles; Beating your competitors; Is Michael Porter's model still relevant; Making money from sustainability; and Can a company flourish without a long-term strategy?

### **19. Technology (AMA-064):**

4 videocasts consist of the following mini lectures: Smartworkers embrace new communication tools; why invest in new technology; Working with new technologies; and adopting information technologies.



Securing Your World

# LEADERSHIP

FOR SUPERVISORS AND MANAGERS

**G4S North America Training Institute**

# **Leadership for Supervisors and Managers**

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