

# Massachusetts Legal Assistance Corporation

## REQUEST FOR PROPOSAL

To Conduct an Executive Recruitment Campaign for the Position of Executive Director of the Massachusetts Legal Assistance Corporation

### A. SEARCH FIRM

The Massachusetts Legal Assistance Corporation (**MLAC**) is the Commonwealth's primary funder of non-profit organizations which provide legal assistance to low-income people in civil (non-criminal) cases. The MLAC Board of Directors (**Board**) is seeking qualified search firms and consultants (**search firm**) to submit a written proposal to conduct an executive recruitment campaign for the position of Executive Director of **MLAC**.

The Board expects that the search firm will specialize or have expertise in recruiting diverse applicant pools on a local and national level for executive and senior-level management positions in similar or equivalent organizations. The selected search firm will work directly with the Transition Committee (**Committee**) established by the Board — and /or with such other persons and/or committees as the Board may hereafter designate — in connection with all aspects and activities involved with this search, which activities the search firm shall perform either independently or in direct collaboration with the Committee or other Board designee as specifically directed in each instance. Such activities will include, but are not limited to, assisting with or advising with respect to the development or updating of the position description; recruitment and screening of applicants; development of the search strategy, marketing, advertising and announcements; candidate assessment which includes reporting to the Committee on completed assessment(s); conducting candidate interviews (including effective resume review, interview and hiring techniques); and recommending the most qualified candidates for interview opportunities with the Board. The selected firm must have a demonstrated record of developing a pool of highly qualified and diverse candidates from across a national platform.

### B. SCOPE OF WORK

The search firm shall set meetings, as necessary, with the Committee upon execution of a contract/agreement or services with the Board. Under the direction of the Committee, the search firm will, or will assist the Committee in its efforts, to:

1. Review and/or suggest updates to the existing timeline (see below) and job description.
2. Work with external stakeholders in considering clear and appropriate criteria for the position.
3. Develop a candidate profile which includes a clear description of MLAC and its recently Board adopted and articulated strategic goals.
4. Develop a recruitment strategy, including, but not limited to, recommending an appropriate advertisement of the position, as well as a process and timetable for completion of the work in consultation with the Committee.

5. Post and advertise the position through local, regional and national channels, journals and publications, as deemed appropriate.
6. Oversee the recruitment process.
7. Screen all applicants and create a recommended candidate list. The Committee may request that all candidate applications, with names redacted, be made available to them prior to the finalization of a candidate list.
8. Develop and finalize the interview process, prepare interview questions and other types of candidate assessment for the Committee's consideration, suggest make-up of interview panel, and other associated tasks.
9. Assist with the interview process.
10. Perform appropriate background and reference checks, including but not limited to educational background, criminal history, financial background, employment history, and other pertinent factors.
11. Assist with negotiations for offer of hire with candidate(s) upon request of the Committee.
12. Advise the Committee of any other areas, services, or important steps to take that are not listed or contemplated above.

### **C. INFORMATION REQUESTED**

- 1. Statement of Qualifications:** Describe the background, experience and capabilities of your firm as it relates to the Scope of Work outlined above – and specifically include the firm's expertise in providing the services requested herein. This statement should also demonstrate the firm's understanding of MLAC, including its vision, mission and needs. Highlight any successful placements in other similar organizations during the last five years.
- 2. Staff Qualifications:** Provide resumes of each individual who will be providing the search services, as well as written descriptions of the individual's experience, highlighting the experience which makes the individual qualified for this particular project. Please also identify the primary consultant for this project.
- 3. Approach to Scope of Services:** Provide a scope of services and an outline of tasks and schedules. Identify the extent of Committee involvement deemed necessary, including key decision points at each stage of the project. Also, identify how you would involve external stakeholders identified by the Committee, which is a key requirement for the MLAC Board. In your response, please include a methodology, plan, strategy, and/or approach for performing the requested services. Major proposed deviations from the desired scope of services outlined above should be clearly noted and justified.
- 4. Commitment to Diversity in Search:** Please describe and document the firm's commitment to diversity in performing the scope of services described herein, providing where available, copies of diversity statements, non-confidential information demonstrating prior success in achieving diverse applicant pools and/or placements, and other relevant materials.

5. **Candidate Vetting:** Please describe in detail your approach to vetting candidates, including by describing the type of background and reference checks that will be conducted on applicable candidates.
6. **Proposed Agreement:** Please include any proposed contract or agreement for services your firm requires if your proposal is selected.
7. **Cost:** Provide a detailed cost proposal for the scope of services, including fixed costs, fees, expenses (including anticipated advertising expenses), reimbursable costs, and any other anticipated costs.<sup>1</sup>
8. **Subcontractors:** Identify all subcontractors you intend to use for the proposed scope of work, and for each, identify what products and/or services are to be supplied by that subcontractor, and what percentage of the overall scope of work that subcontractor will perform. In each instance, provide the type of information described in subparagraph (4.) above with respect to the applicable subcontractor's commitment to, and track record with respect to, diversity in a search.
9. **Insurance:** List all relevant insurance policies and coverage amounts carried by the firm.
10. **Confidentiality:** Please affirm your understanding that the search will be conducted on a confidential basis, and that you will be required to maintain the strictest confidentiality with respect to non-public information you may learn with respect to MLAC, its Board and/or staff, as well as with respect to applicants for the position.

#### **D. EXECUTIVE DIRECTOR (ED) TRANSITION DRAFT TIMELINE**

1. RFP for transition consultant distributed 23 October 2017
2. Responses to RFP received by 8 November 2017
3. Transition Committee (Committee) meets with and/or surveys Stakeholders, including Grantee Program Directors regarding, among other things, input and position criteria
4. Committee participates in 1<sup>st</sup> of two diversity workshops
5. Committee reviews responses, conducts interviews and selects a consultant to recommend to the Board by 30 November 2017
6. Committee discusses initial thoughts about ED job description with Board and the Board approves hiring the consultant selected by the Committee 4 December 2017
7. Board approves job description for ED by 18 December 2017
8. Position posted 3 January 2018
9. Deadline for responses 31 January 2018
10. Committee participates in second diversity workshop
11. Committee and consultant review resumes, conduct interviews, ask strongest candidates/semi-finalists to develop/submit a tentative work plan, and decide on two or three candidates to recommend to the Board by 28 February 2018
12. Board conducts final interviews, reviews reference checks and decides on final selection by 21 March 2018
13. Job offer and negotiations with selected candidate concluded by 30 March 2018
14. Board approves the salary and hiring package for the new ED week of 2 April 2018
15. Announcement of new ED week of 2 April 2018
16. New ED begins work on a date to be determined on or around July 2, 2018

---

<sup>1</sup> There is no expressed or implied obligation of the Board to reimburse responding firms for any expenses incurred in preparing the requested information or for attending any meetings, interviews or conferences related to this Request.

## **E. HOW TO RESPOND TO THIS REQUEST FOR PROPOSALS**

Interested respondents should electronically submit a written proposal to [jhellgren@mlac.org](mailto:jhellgren@mlac.org) by 5:00 p.m. Wednesday, November 8, 2017. In the Subject line, please insert *MLAC Executive Search Proposal*.

Please contact Janne Hellgren, MLAC Deputy Director, at 617-391-5625, with questions about the RFP

Proposals must be signed and contain:

- The name and contact information of the responding organization or consultant,
- An outline and draft timeline of the work to be performed,
- A sample of similar work performed for other organizations,
- References from clients served during the past 18 months with names, organizational affiliations and telephone numbers that we may contact, and
- A quote for fees and expenses for the services specified in this RFP that will remain firm for a period of 60 days from the date of submission.

## **TERMS AND CONDITIONS**

MLAC has developed a framework for evaluating and selecting a consultant to perform the steps in this RFP. We will evaluate and select a consultant from the list of respondents that best suits our objectives and finances.

The contract will be awarded to the consultant, in MLAC's sole discretion, who most closely satisfies the basic requirements MLAC has outlined herein. MLAC will not be bound to select the lowest bidder. Before entering into an agreement, MLAC may elect to negotiate the contents of a bidder's plan of execution, including cost, timelines for completion of the elements of the work plan.

Individuals or organizations with an actual or potential conflict of interest are disqualified from bidding on this RFP, unless such conflict of interest is fully disclosed with the proposal. MLAC will decide, in its sole discretion, whether to consider the bid of a bidder who has such an actual or potential conflict of interest.