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1700 Research Boulevard Rockville, Maryland 20850 301-340-2210

EXECUTIVE SEARCH CONSULTANTS

**PROPOSAL to provide EXECUTIVE SEARCH SERVICES to the
COMMONWEALTH OF VIRGINIA,
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
(DHRM 09-1)**

Due Wednesday, February 25, 2009

Presented by:

**JDG Associates, Ltd.
1700 Research Boulevard
Rockville, MD 20850
(o) 301-340-2210
(fax) 301-762-3117**

February 23, 2009

Signature: _____

A handwritten signature in black ink, appearing to read 'Joseph DeGini', is written over a horizontal line.

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*** = Billing Details**

**COMMONWEALTH OF VIRGINIA
DEPARTMENT OF HUMAN RESOURCE
MANAGEMENT**

REQUEST FOR PROPOSALS

For

EXECUTIVE SEARCH CONSULTING SERVICES



**Proposal to Provide Executive Search Consulting Services to the
Commonwealth of Virginia, Department of Human Resource
Management**

SUMMARY/OVERVIEW:

Since its inception in 1973, JDG Associates, Ltd. has served its clients as a trusted source of skilled professionals. Hiring the right executive is central to the success of any organization, and we have played an integral role in this effort for our clients since our founding. JDG has a solid record of achievement in the identification and recruitment of individuals for clients in the government (federal, state, county, and city)/not-for-profit/association, information technology/management, science/engineering, health care and management consulting fields.

Competition for the best professionals will always be intense. JDG Associates, Ltd. has the resources, experience and reputation to enable the Commonwealth to recruit the most talented and successful employees. Because we have been in business for more than 35 years, we have a high level of name recognition. We are continually listed as one of the largest search firms in the Washington area and are considered, by most, to be among the most effective.

The most obvious differences between JDG and its competition are the longevity of the Firm and its outstanding record of success and profitability. We instill a high level of professionalism when dealing with clients as well as candidates. We deal honestly and candidly. We screen tightly and effectively. We become an extension of our client. We work long, hard, and smart.

JDG Associates, Ltd. is rigorous and thorough in qualifying candidates. We insist on face-to-face interviews with each candidate presented to a client firm, exploring the candidate's technical fit, personal compatibility, and goals. We accurately portray the client company, position, and opportunities as they are explained to us. JDG is careful to present only those candidates genuinely interested in the position and client organization.

III: STATEMENT OF NEEDS

- A. JDG Associates, Ltd. approaches each recruitment assignment with one goal in mind: identifying the right individual for the client's position and organization.
- 1) Each JDG search begins with an in-depth meeting with the client, to gain a thorough understanding of its organization and its professional needs. While each candidate presented must meet the client's skills and experience requirements, we believe it is just as important that a candidate fit well with the client's organization and its culture. In our view, this is essential to a mutually beneficial, long-term relationship between the client and the candidate the client selects.

(Section III A – 1 continued)

We will meet with appropriate Commonwealth management and staff in order to fully understand the background and qualifications of the individual the Commonwealth is seeking, as well as the function/responsibilities of the position. After this meeting, JDG will develop a job description (what we refer to as a “profile”) describing, in detail, the responsibilities of the position as well as the education and amount/type of experience (e.g., private/public sector experience) required. Skills and experience that are “preferred” rather than “required” will be included as well. This profile will be presented to the appropriate members of the Commonwealth’s staff for validation. Once approved, this document will be used in JDG’s recruiting efforts.

- 2) JDG will utilize its database and various sources to identify and attract potential candidates from a defined target population. JDG uses a variety of sourcing methods to include:
 - **Direct Contacts:** JDG has been in the recruiting business for 36 years. We are extremely well known. Individuals often contact us, and us alone, when they are thinking about changing positions.
 - **Extensive Database:** We have a database of more than 100,000 candidates. The Commonwealth has a pool of candidates as well. Through phone calls, emails, and/or letters, we are able to contact people who know the types of candidates we are seeking.
 - **The Internet:** We have access to virtually all of the resume sites in the Country. Moreover, we subscribe to two major information sources: Leadership Directories and ZoomInfo. Both of these search engines provide us the names of appropriate people with specific backgrounds from targeted firms. (This should not be confused with Monster and HotJobs, which merely post resumes. The candidates we identify via Leadership and ZoomInfo are passive candidates whom we personally recruit or utilize as sources of other candidates.)
 - **Postings:** We post positions on selected job boards, and advertise in appropriate publications.

- 3) We will qualify, interview and evaluate candidates for selection. This will include ensuring that each candidate is willing to participate in the Commonwealth’s screening process and is interested in the position, within the prescribed compensation range. We will provide a list of not more than five finalists to be considered, reviewed, and interviewed by the Commonwealth’s management. By evaluating each candidate against the profile, we will ensure that the finalists’ backgrounds and qualifications are consistent with those described by the Commonwealth.

(Section III A – 1 continued)

- 4) We will provide all standard correspondence and notifications to the candidates, to be approved in advance in writing by the Commonwealth.
- 5) Within 15 days of the closing date for applications, JDG will provide a list of all applicants, along with a synopsis of his/her background and qualifications. These synopses will include any additional information we gain from the screening interviews. We will also conduct pre-screening reference checks. A more detailed synopsis of the candidates we believe to be “semi-finalists”, and the reasons we believe they should be included in that group, will also be provided.
- 6) Thorough background investigations will be conducted of the finalists. The specific checks will be in accordance with the Commonwealth’s or hiring public bodies’ Human Resource policies and procedures. They will certainly include the verification of academic backgrounds and a criminal background investigation. (It should be noted that third parties are no longer allowed to conduct credit checks. The Commonwealth will need to do that.)
- 7) All of JDG’s work is done with extreme confidentiality.
- 8) We at JDG believe that a good deal of our success can be attributed to the level of communication we maintain with our clients and our candidates. From the moment we are engaged to conduct a search for a client, we stay in touch with them, keeping them updated on our progress. As we begin to identify potential candidates, we keep the client informed of any difficulties we might encounter regarding identifying the "ideal" profile. Conversely, we ask that the client let us know immediately if any changes occur on their end (e.g., required skills/experience, compensation, timing, etc.).
- 9) All of our searches include a six-month guarantee. If our candidate is terminated for reasons involving performance and/or competency, we will conduct a second search at no cost beyond expenses.
- 10) JDG will not communicate with the press verbally and/or in writing without written instructions and/or permission from the Commonwealth designated representative within the hiring agency.
- 11) JDG is available, throughout the search process, to provide additional, related search and recruitment services.

IV. PROPOSAL PREPARATION & SUBMISSION REQUIREMENTS

B. SPECIFIC PROPOSAL REQUIREMENTS

2) CAPABILITY AND SKILL:

a. Background Information:

INTRODUCTION TO JDG ASSOCIATES, Ltd.

JDG Associates, Ltd., founded in 1973 by its President, Joe DeGioia, has served its clients as a trusted source of skilled professionals since its inception. Hiring the right employees is central to the success of any organization, and JDG has played an integral role in these efforts for its clients since its founding. JDG has an outstanding record of achievement in the identification and recruitment of individuals for clients in the government (federal, state, and local), information technology, management, science/engineering, management consulting, and not-for-profit/association fields.

WHY UTILIZE JDG?

JDG Associates, Ltd. has the resources, experience, reputation and staff necessary to provide the Commonwealth of Virginia with the search and recruitment assistance it is seeking.

Because JDG has been in business for 36 years, with its headquarters in the Washington, D.C. area, it has a high level of name recognition. The *Washington Business Journal's* most recent list ranked JDG as one of the largest executive search firms in the Washington, D.C. area.

JDG is rigorous and thorough in qualifying candidates. We insist on in-person interviews with each candidate presented to a client, exploring the candidate's technical fit, personal compatibility, and goals. We accurately portray the client, position, and opportunities as they are explained to us. We are careful to present only those candidates genuinely interested in the position and client organization.

We believe that a good deal of our success can be attributed to the level of communication we maintain with our clients and our candidates. From the moment we are engaged to conduct a search for a client, we stay in touch with them, keeping them updated on our progress. As we begin to identify potential candidates, we keep the client informed of any difficulties we might encounter regarding identifying the "ideal" profile and provide suggestions as to ways to overcome them. Conversely, we ask that the client let us know immediately if any changes occur on their end (e.g., required skills/experience, compensation, timing, etc.).

(Section IV B – 2a continued)

As the process continues, we are regularly in touch with potential candidates as well.

We keep all parties informed regarding level of interest, interview arrangements, etc. If, for some reason, there is a period of time before the first interview, or between the first and subsequent interviews, or after interviews prior to a decision being made, we make a point of keeping in touch with the candidates. We seek to ensure their level of interest is maintained. We also want to know, should anything change from their standpoint (e.g., other interviews, a competing offer). If we become aware of a situation which might cause a candidate to need to make a decision earlier than originally thought, we let the client know immediately. In this way, if the client has a high level of interest in this particular candidate, they will know they need to come to a decision on a timelier basis.

Clients and candidates are given the office, home, and cell phone numbers, as well as email addresses, of each JDG staff member assigned to the search. In addition, our Administrative Staff is always aware of where/when the staff can be reached. If, for some reason, a staff member is unavailable for a particular period of time, another staff member will be brought up-to-date and will, therefore, be able to fill in. Recognizing the importance of Administrative Staff, it is meaningful to note that the two key individuals providing administrative support on this effort have each been with JDG Associates for 15 years.

We strongly believe that JDG is well-positioned to effectively respond to the hiring needs of the Commonwealth of Virginia. The longevity of our organization, and our outstanding record of success in completing high-level management searches, make JDG the ideal resource. JDG instills a high level of professionalism when dealing with clients and candidates. We deal honestly and candidly. We screen tightly and effectively. We become an extension of our client. We work long, hard, and smart.

To learn more about JDG, please visit our website: www.jdgsearch.com

(Section IV B - 2 continued)

b. (bullets 1 – 4): JDG Associates, Ltd. is comprised of seasoned recruiters averaging more than 15 years in the executive recruiting profession. Those who will be involved in this assignment are:

- **Joseph DeGioia**, President of JDG Associates, Ltd., earned his undergraduate degree in Industrial Relations at New York University. Following positions with Booz Allen Hamilton, Inc. and the recruiting firm of Alden Associates, he founded JDG Associates, Ltd in 1973. A highly regarded executive recruiter, Mr. DeGioia has a wide range of contacts in the management and technical fields.
- **Barbara Blim**, Principal, who earned both her undergraduate degree and MBA from Washington University in St. Louis, began her career in executive recruiting immediately upon graduation. She joined JDG Associates, Ltd. in 1991. Ms. Blim has developed a strong reputation in the recruitment of technical and management-level professionals, primarily for technology, engineering and communications clients.
- **Darren DeGioia**, Principal, a 1995 graduate of Boston College with a BS in Marketing, joined JDG Associates in 1999. Mr. DeGioia, a second generation search consultant, has developed a strong niche in the areas of Information Technology, Governmental Consulting, Financial Services, and Quantitative Sciences. He currently serves as Vice President and Treasurer of the Maryland Recruiters Association.
- **Walter Sczudlo**, Principal, concentrates on executive recruitment for nonprofit organizations and associations, government entities, and private sector companies. He specializes in fundraising and leadership searches, as well as recruitment for legal, marketing, communications and PR, and finance positions. Prior to joining JDG, he was Executive Vice President and General Counsel for the Association of Fundraising Professionals where he provided career guidance and counsel to a wide range of nonprofit professionals. Mr. Sczudlo holds an A.B. in English from Middlebury College, a J.D. from Golden Gate University, and an LL.M (Tax) from Georgetown University Law Center.
- **Jennifer Moss**, Senior Associate, who earned her BA at West Virginia Wesleyan College and MA from West Virginia University in Corporate Communications, joined JDG in 2007. From her prior experience as Associate Director of Admission & Alumni Relations, Ms. Moss has developed a strong background recruiting within higher education. In addition, she served as a Staffing Specialist in the finance, accounting and information technology arenas.

(Resumes of these individuals can be found in Attachment I.)

(Section IV B – 2b continued)

Joe Degioia will be the Account Manager on these efforts. In addition to fully participating in the search process, he will be responsible for any contractual obligations, to include invoicing.

The five Key Personnel assigned to these efforts work as a team. They are ALL involved in every phase of the search process. And customer service is integral to what we do.

JDG's philosophy with regard to customer service can best be described as "Service, Service, Service". We have chosen a business strategy of working with no more than 10 clients at any point in time. These clients are well selected and, in their respective fields, are considered "blue chip" organizations.

Our byword is that we recruit "quality candidates for quality clients." We are not merely looking to complete a search; we are truly seeking the "right fit" (both technically and personally) when we undertake an assignment. On numerous occasions, we have suggested to a client desiring to extend an offer to a candidate, that he/she not do so. This may be the result of good (but not great) references, a sense that the candidate wasn't truly sold on the position and/or company but needed a job, or a belief that we would be able to identify a stronger candidate.

The recruiters at JDG are among the most successful in our profession. They have long since recognized that making a placement that won't last or will result in a strained relationship with the client simply does not make sense. We make it a rule not to "mortgage the present for the future".

The Key Personnel who will be working for the Commonwealth are those individuals who have been responsible for completing all the public sector searches JDG has conducted. They are well-versed in the policies and procedures that need to be adhered to when conducting such searches. They are also well aware of the issues that can arise when conducting government searches (timing issues, changes in requirements, etc.) and can therefore be counted on to keep candidates up-to-date and maintain their interest, even if the process extends beyond the candidates' initial expectations.

The JDG Key Personnel are also aware of the disparity that can exist between compensation packages that can be offered by the government and those offered in private industry. We have a track record of success in attracting highly-qualified candidates earning more than the government positions were offering, because of their understanding of the government, the challenging opportunities, and the benefits (tangible and intangible) that can be found in the government that don't necessarily exist in private industry.

(Section IV B – 2b continued)

2b (bullets 5 and 6): JDG’s headquarters is located in Rockville, Maryland. All searches will be conducted from this office. Our phone number is 301-340-2210.

2b (bullet 7): JDG successfully completed fifty-three (53) executive searches in 2007. Forty-six (46) were successfully completed in 2008.

2b (bullet 8): We have consistently held a 95% “fill ratio”.

2b (bullet 9): The time it takes to complete an executive search assignment ranges from 6 to 8 weeks. The length of the search often depends on the availability of candidates and the members of the client’s management team who need to be involved in the interview process.

2b (bullet 10): Joe DeGioia, the president of JDG, will be the Commonwealth’s point of contact for servicing the needs of this contract. He is located in JDG’s Rockville, Maryland office: 1700 Research Blvd., Rockville, MD 20850. His office number is 301-340-2210; cell is 202-262-5554; home is 301-469-6886; and email is degioia@jdgsearch.com.

But it is important to note that the Key Personnel assigned to this contract work closely, as a team. If, for some reason, Joe can’t be reached, any of the others will be able to answer your questions, or get the answers for you. Home and cell phone numbers, as well as email addresses, of all Key Personnel will be provided.

3) EFFICIENCY AND METHODOLOGY:

GENERAL SEARCH PROCESS AND APPROACH/TECHNICAL CAPABILITY:

JDG approaches each recruitment assignment with one goal in mind: identifying the right individual for the client's position and organization. Our search will begin with an in-depth meeting with the appropriate Commonwealth management and staff. We will be provided with information regarding the desired job criteria, skills, qualifications and other related material that is pertinent to the search (description of the organization with the vacant position; salary, benefits and recruitment incentives information; background on the hiring and selection process; etc.). We will assess the Commonwealth’s needs and help determine the type of individual best qualified for the opportunity. We will help define the required experience and identify any other characteristics or experience the successful candidate should have. We will want to get a good understanding of the challenges, goals, and objectives related to the position, as well as the organizational relationships involved. While each candidate presented must meet the client's skills and experience requirements, we believe it is just as important that a candidate fit well with the client's organization and

(Section IV B – 3 continued)

its culture. In our view, this is essential to a mutually-beneficial, long-term relationship between the client and the candidate the client selects.

After our meeting with the Commonwealth, we will develop a written position announcement describing, in detail, the responsibilities of the position as well as the qualifications that a prospective candidate should possess (i.e. education, amount/type of experience [e.g. private/public sector experience], previous positions that the ideal candidate might have held, etc.). Skills and experience that are "preferred" rather than "required" are included as well. This will be developed incorporating information provided by the Commonwealth, in writing and at our meeting. This announcement will be provided to the Commonwealth leadership team, for their review. Any suggestions/modifications will be incorporated. Once this is completed, the announcement will become a marketing tool that we will utilize in reaching out to potential candidates. Additionally, it will be posted on appropriate websites and utilized in advertisements.

We identify, review, screen, and evaluate all potential candidates against the position announcement. Our goal is to identify candidates who are experienced, highly-qualified, and interested in the vacant position. We employ proven networking and direct sourcing techniques that are strengthened by our internal database of more than 100,000 candidates. With more than 4,000 placements since its inception, JDG has developed an extensive network of contacts on which to draw for future searches.

We conduct thorough reference checks for each of the final candidates presented. We also verify academic and work-related credentials as well as any certifications and/or accreditations.

We provide the candidate's resume; a profile highlighting his/her particularly-relevant experience/qualifications; a written analysis of his/her experience, qualifications and skills relative to the profile; as well as other relevant information (the candidate's current salary and salary expectations). We also incorporate the information we receive from the reference(s) we checked.

We help, in any way the client wishes, to arrange interviews and handle the associated logistics. We assist in post-interview follow-up with selected candidates. If requested, we help with negotiation of a compensation package and closing of the offer.

A typical executive search can normally be completed within 6 – 8 weeks. The actual completion time is dependent on two factors: 1) the availability of those within the Commonwealth who will need to be involved in the interviewing and selection processes, and 2) the candidates' availability to interview. A typical timeline is:

(Section IV B – 3 continued)

Week 1: JDG meets with the Commonwealth’s management team and discusses the position they are seeking to fill (qualifications, responsibilities, etc.). We develop the “profile” to be used in our recruitment efforts. (See General Search Process above.) After the profile has been approved, we post it on appropriate websites.

Weeks 2 - 6: During this time, the recruiting part of the process takes place. We will identify, review, screen, and assess all potential candidates against the position profile.

Week 7: We will meet with the Commonwealth’s leadership team and present the candidates we have classified as “semi-finalists”. We will discuss the reasons we have included those particular candidates in the group. We will also provide our recommendations of the group who should be considered “finalists”. We will conduct final reference checks (as many as the Commonwealth would like) on these individuals and verify their academic backgrounds as well as any certifications they claim to have.

Week 8: Candidate interviews will take place during this week. If requested by the Commonwealth, JDG will arrange interviews and handle the associated logistics, assist in post-interview follow-up with selected candidates, as well as help in the negotiation of a compensation package.

a. JDG’s Record for Successful Completion of Public Sector Searches:

During JDG’s thirty-six year history, a broad range of clients within a variety of industries has been supported, helping them identify individuals to fill the entire spectrum of functions and disciplines within an organization. As evidence of our history of satisfactorily completing executive and managerial searches, please see **Attachment E: Public Sector Search Assignments, Attachment F: Representative List of Completed Searches, and Attachment G: Representative Clients and Industries Served.** Disciplines supported include general management/finance/accounting, information technology, science, engineering, economics, and legal.

As far as the public sector is concerned, it should be noted that JDG was selected by the **Government Accountability Office (GAO), the Federal Election Commission (FEC), the US Patent and Trademark Office (USPTO), the Department of Education’s Office of Federal Student Aid, the Department of Agriculture’s Economic Research Service, the Department of Energy’s Energy Information Administration, the National Aeronautics and Space Administration (NASA), the Defense Advanced Research Projects Agency (DARPA),** as well as the **Securities and Exchange Commission (SEC),** from recruiting firms nationwide, to help with their executive recruitment needs.

(Section IV B – 3a continued)

For **GAO**, we have completed searches for their *Chief Information Officer, Chief Economist, Chief Statistician, Managing Director of Public Affairs, Chief Scientist, Deputy Chief Human Capital Office, and Deputy Controller*. We have also been tasked with helping the GAO identify individuals to work on their efforts in support of the **Troubled Asset Relief Program (TARP)**.

We have completed searches for the **FEC** for their *Deputy Staff Director for Management and Administration, Chief Communications Officer, Deputy General Counsel* as well as *three Associate General Counsels (Litigation, Enforcement, and General Law & Advice)*. We are currently completing a search for their *Staff Director*.

With regard to the **USPTO**, we have completed searches for their *Chief Information Officer, Deputy Chief Information Officer, Chief Technology Officer, Director of Systems Development, Chief Financial Officer, Deputy Chief Financial Officer, Chief Human Capital Officer, and Director of Human Resources*.

The **SEC** contracted with us to help them identify Information Technology professionals, Attorneys, and Economists. We completed searches for their *Chief Technology Officer, Chief Information Security Officer, Head of Enterprise Architecture, Head of Project Management*, as well as two *Senior Information Systems Security* professionals and two *Senior Enterprise Architects*.

For the **Department of Education's Office of Federal Student Aid**, we completed the search for their *Deputy Chief Financial Officer*.

For the **Department of Agriculture's Economic Research Service**, we completed the searches for their *Associate Administrator* and *Director of Market Trade and Economics*.

For the **Department of Energy's Energy Information Administration**, we completed the search for their *Director, Office of Oil and Gas*.

Other executive searches JDG has completed for clients in the public sector include searches for the *Senior Technology Planning Officer, Director of Operations, Enterprise IT Planning Officer*, and an *Executive Project Manager* for the **State of Georgia** as well as the *Chief Information Officer, Manager of Labor Relations, and Enterprise Resource Planning IT Project Manager* for **Montgomery County Government**. We completed a search for the *City Attorney* and the *Director of Community Planning and Development Services* for the **City of Rockville, Maryland**.

(Section IV B – 3a continued)

We are in the process of completing a search for the *Chief Information Officer* for **NASA**. Final candidates have been selected, but the search is on hold until a new Director of NASA is appointed by the new Administration.

And we have been retained by **DARPA** to identify candidates to fill approximately 15 *Program Manager* positions during the course of this year.

In addition, JDG was selected by the **Transportation Security Administration (TSA)** of the Department of Homeland Security to provide an independent assessment of the labor categories of employees charged to TSA by Unisys Corporation on its multi-billion dollar contract. We were recently requested by the **Veteran's Administration and Department of Justice** to provide similar services with regard to billing discrepancies by BearingPoint.

b. Attachment H is a copy of JDG's most recent financial statements.

c. JDG has been successfully completing executive searches for 36 years. Both our success rate, and the length of time that our candidates remain in their positions, is very high. We do not do skills testing or assessments. Rather, we rely on personal interviews and our assessments. The five individuals assigned to the searches for the Commonwealth each interview every candidate whom we present for your review. We develop our own recommendations and come to a consensus on the individual's candidacy. We also conduct reference checks, verify academic backgrounds, and conduct background investigations to include criminal background investigations.

4) References can be found in **Attachment A**.

5) JDG's fee will be 27% of the selected candidate's annual salary. There are no charges for expenses other than that for candidate travel.

Billing arrangement is defined as follows: The first portion of the fee (to be based on the anticipated annual salary) will be 27% of that figure divided by 2. We will invoice this amount upon initiation of a given search.

The balance of the fee (to be based on the actual annual salary) will be 27% of that figure less the previously paid first portion. We will invoice this amount on the candidate's first day of employment.

6) As indicated throughout this proposal, JDG is confident in our ability to be an extremely effective resource for you. If you are concerned about the fact that we don't have an office in Richmond, please note our completion of four searches for the State of Georgia. They were

(Section IV B continued)

all conducted from our offices in Maryland. (You are welcome to talk with Lisa Maier, the Deputy Human Resources Director and our point of contact during those searches, as a reference.) And with Richmond only two hours away, we are able to meet with you at your convenience, with very little notice.

7) Small Business Utilization: JDG will not be utilizing any subcontractors.

EEO STATEMENT:

Candidates are presented for your consideration without regard to political affiliation, race, color, gender, religion, national origin, sexual orientation, marital status, age, or handicapping condition. We will ensure there is proper regard to candidate privacy and constitutional rights.

ATTACHMENT A

OFFEROR DATA SHEET

REFERENCES

Vendor's Primary Contact: Name: Joseph DeGioia
Phone: (301) 340-2210
Email: degioia@jdgsearch.com

Years in Business: Indicate the length of time you have been in business providing this type of good or service: 35 Years 10 Months

FOR REFERENCE INFORMATION, PLEASE CONTACT JDG AT 301-340-2210.



ATTACHMENT E

PUBLIC SECTOR SEARCH ASSIGNMENTS

FEDERAL

Defense Advanced Research Projects Agency (DARPA)

- Program Managers (in progress)

Department of Agriculture (Economic Research Service)

- Associate Administrator
- Director of Market & Trade Economics

Department of Education (Federal Student Aid)

- Chief Financial Officer

Department of Energy (Energy Information Administration)

- Director, Office of Oil & Gas

Department of Health & Human Services (Program Support Center)

- Director, Strategic Acquisition Services

Federal Election Commission

- Staff Director (in progress)
- Deputy Staff Director for Management & Administration
- Chief Communications Officer
- Deputy General Counsel
- Associate General Counsel of Enforcement
- Associate General Counsel of Litigation
- Associate General Counsel of General Law & Advice

Government Accountability Office

- Chief Information Officer
- Chief Economist
- Chief Statistician
- Managing Director, Public Affairs
- Chief Scientist

(Government Accountability Office continued)

- Deputy Chief Human Capital Officer
- Deputy Controller
- Director, Financial Management and Assurance – DOD
- Director, Financial Management and Assurance – Civilian (in progress)
- Financial Economist (in progress)
- Financial Market Specialist (in progress)
- Supervisory Financial Auditor
- Senior Financial Auditors
- Financial Analysts

National Aeronautics and Space Administration

- Chief Information Officer (in progress)

Patent & Trademark Office

- Chief Information Officer
- Deputy Chief Information Officer
- Chief Financial Officer
- Deputy Chief Financial Officer
- Chief Technology Officer
- Deputy Commissioner for Patents
- Director, Systems Development
- Director, Process Improvement & Performance Measurement
- Director, Human Capital Management
- Director, Human Resources

Securities and Exchange Commission

- Deputy Chief Information Officer
- Chief Information Security Officer
- Head, Enterprise Architecture
- Head, Project Management
- Senior Security Architects
- Senior Enterprise Architects

Small Business Administration

- Deputy Chief Financial Officer

Department of Justice

- Special assignment to evaluate the resumes of 250 BearingPoint personnel and provide our independent expert opinion of their appropriate labor categories.

Transportation Security Administration

- Special assignment to evaluate the resumes of 500 Unisys personnel and provide our independent expert opinion of their appropriate labor categories.

STATE

State of Georgia's Georgia Technology Authority

- Director of Operations
- Senior Technology Planning Officer
- Enterprise Information Technology Project Manager
- Executive Project Manager

COUNTY

Montgomery County, Maryland

- Chief Information Officer
- Manager of Labor Relations
- Enterprise Resource Planning Information Technology Project Manager

CITY

City of Rockville, Maryland

- City Attorney
- Director of Community Planning & Development Services



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EXECUTIVE SEARCH CONSULTANTS

ATTACHMENT F

REPRESENTATIVE LIST of COMPLETED SEARCHES

GOVERNMENT

Chief Information Officer for the Government Accountability Office (GAO). Reporting directly to the Comptroller General, the CIO establishes, plans and implements IT strategies, plans, and internal processes to achieve business goals. He directs his staff in applying "IT Best Practice" standards and specifications for all IT processes and procedures. The CIO serves as an active member of the IT Governance Board.

Chief Information Officer for the U.S. Patent & Trademark Office (USPTO). Serves as the principal information technology advisor to the Under Secretary of Commerce for Intellectual Property and Director of the USPTO. The CIO oversees the evaluation of information technology, the architectural design of automation initiatives, and the development of strategic information technology plans, including the development and implementation of automated systems for the USPTO using a matrix management structure. The CIO is responsible for a large, complex IT environment that has numerous concurrent development projects and architecture issues. The CIO oversees major support contracts, has responsibility for a budget of approximately \$250 MM, and directs a staff of approximately 500 employees.

Chief Information Officer for Montgomery County Government. Serves as the principal information technology advisor to the Chief Administrative Officer of the County. The CIO oversees the evaluation of information technology, the architectural design of automation initiatives, the development of strategic information technology plans, and the design and implementation of automated systems for the County using a matrix management structure. The CIO oversees several support contracts, has responsibility for a budget of approximately \$39 MM, and directs a staff of approximately 160 career employees.

Deputy Chief Information Officer for the U.S. Patent and Trademark Office (USPTO). Directs the development, implementation, maintenance, enhancement, and operation of USPTO's automated information systems and develops tactical information technology plans and supporting budgets; oversees the operation of the USPTO's computer facilities, equipment and telecommunication network; and develops, maintains, and disseminates information to the public and international partners.

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Deputy Chief Information Officer/Chief Technical Officer for the U.S. Securities & Exchange Commission. The Deputy CIO/CTO directs and oversees all activities within the infrastructure and support groups, with responsibility for day-to-day operations, planning and implementation of improvement initiatives. Drives the creation of an overall technical architecture for the agency along with the establishment and management of a migration plan to achieve future improvements in efficiency and effectiveness. Works with the CIO and senior leaders throughout the Commission to define the agency's technology needs, technology strategy and architecture and the investment plans and other initiatives needed to optimize the SEC's use of technology.

Chief Technology Officer for the U.S. Patent and Trademark Office (USPTO). The CTO is responsible for leading the Enterprise Information Technology and Security Management Group for the Office of the Chief Information Officer, and is responsible for the management and oversight of enterprise IT and security strategies and policies regarding architecture, security management, program management, and technology.

Chief Information Security Officer for the U.S. Securities & Exchange Commission. The CISO serves as the information security architect for all SEC information systems. Directs and oversees the management of all activities of the Security Group, with responsibility for the planning, development, implementation and maintenance of programs and policies necessary to assure security of all existing and newly deployed systems; Internet/Intranet security; and security for the enterprise network.

Managing Director of Public Affairs for the Government Accountability Office. The Managing Director is responsible for the overall management and direction of the Public Affairs organization. Reporting to the Comptroller General, the Director is responsible for the efficient, effective and economical management of the office and its resources, and for ensuring the accuracy, completeness, and timely accomplishment of work. The individual has principal responsibility for formulating strategic objectives and tactical plans that focus on objectives and key job efforts; and establishing performance measures for GAO's public affairs work. The Director serves as the agency's chief spokesperson and primary liaison with the news media. In addition, he/she provides executive level leadership and oversight, assisting congressional committees and members in their interactions with the press regarding GAO's work.

Chief Statistician for the Government Accountability Office (GAO). The Chief Statistician is the expert advisor and chief consultant to the statistical aspects of the GAO's audits and evaluations of other federal agencies and government programs. The incumbent's overall responsibilities are to provide leadership on GAO's work on federal statistical programs and GAO's application of statistical techniques.

Chief Economist for the Government Accountability Office (GAO). The Chief Economist is an expert advisor and consultant to the Comptroller General, the GAO, and Congress on the use of economics in analyzing and implementing government programs and policy. Overall responsibilities are to provide leadership for GAO's use of economic data and the development and adaptation of economic models to be applied to GAO's work.

Head of Project Management for the U.S. Securities & Exchange Commission. Develops overall project management schedules, priorities, and resource requirements for the SEC. Manages a comprehensive dashboard of all projects and continuously monitors the costs, timeframe, resource commitments, risks, management decisions/issues, and performance metrics associated with projects in progress. Identifies key risks and issues to be resolved, and conducts ad hoc analyses as necessary to facilitate decision making.

Head of Enterprise Architecture for the U.S. Securities & Exchange Commission. Integrates enterprise architecture concepts and plans into the operating processes of the SEC. Relevant processes include capital planning and budgeting, project management, software development, new technology introduction and requirements management, and security. Defines relationships of the SEC's enterprise architecture to the overall Federal Enterprise Architecture (FEA). Incorporates FEA concepts and requirements into SEC architectural vision and relevant operating processes, helps sponsor e-government initiatives and other initiatives to share technology investments with other public and private sector entities, and provides input to OMB and other agencies regarding the SEC's progress in EA.

Senior Technology Planning Officer (STPO) for the State of Georgia's Georgia Technology Authority (GTA). The STPO is responsible for leading the GTA Technology Planning Group, providing strategic direction and leadership for its oversight role. This individual is a member of the Executive Leadership team, reporting to the office of the Executive Director.

Director of Enterprise IT Planning for the State of Georgia's Georgia Technology Authority (GTA). The Director of Enterprise IT Planning is responsible for leading and managing the GTA office responsible for policy and standards development, planning and oversight of the State's information technology infrastructure.

Director of Operations for the State of Georgia's Georgia Technology Authority (GTA). The Director of operations leads and manages the GTA Operations Office, with responsibility for the delivery and support of IT products and services offered by GTA to state and local government customers located throughout Georgia.

Executive Project Director (EDP) for the State of Georgia's Georgia Technology Authority. The EDP is responsible for the implementation of Georgia's State Automated Child Welfare System (SACWIS) for the Department of Human Services' Division of Family and Children Services.

Deputy General Counsel for the Federal Election Commission. The Deputy GC has primary responsibility for assisting the General Counsel in the overall leadership and management of the Office of General Counsel. The Deputy General Counsel serves as the first-line supervisor of each Associate General Counsel as well as the supervisory attorney who manages CBLA, with primary responsibility for ensuring and evaluating the performance of enforcement, litigation, policy and general law and advice against pre-determined criteria including the successful accomplishment of performance goals.

Associate General Counsel for Enforcement for the Federal Election Commission. The incumbent serves as a senior advisor to the General Counsel, the Commissioners, and other senior managers concerning the Commission's enforcement activities and compliance program.

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The incumbent provides leadership to a staff of attorneys, paralegal specialists, investigators and support staff who are engaged in all aspects of the enforcement process, including: screening, prioritizing and analyzing incoming complaints from the public or information generated internally alleging or indicating violations of the Federal Election Campaign Act; supervising investigations in enforcement matters, drafting reports and briefs with recommendations for Commission consideration; presenting recommendations to the Commission; drafting and negotiating conciliation agreements.

Associate General Counsel for Litigation for the Federal Election Commission. The incumbent is responsible for leading a team of staff attorneys and support staff responsible for representing the FEC in the U.S. District Courts and the U.S. Courts of Appeals. The incumbent serves as a senior advisor to the General Counsel, the Commissioners, and other senior managers concerning the Commission's litigation activities. He is responsible for providing oversight for all aspects of the litigation process.

Associate General Counsel for General Law & Advice for the Federal Election Commission. The Associate General Counsel has primary responsibility for the overall direction and management of GLA. GLA serves as an advisory division with responsibility for providing legal advice and guidance to many offices within the Commission on a wide range of issues including: all general (non-FECA) administrative law matters (including federal personnel and labor management law, Privacy Act, FOIA, Sunshine Act, appropriations and procurement related matters); the Commission's Ethics in Government Program; the administration of the presidential public financing statutes; and the full spectrum of audits conducted by the Commission.

Chief Communications Officer for the Federal Election Commission (FEC). The Chief Communications Officer serves as one of five Senior-Level Officers who report directly to the Staff Director and assists her in overseeing critical management and core mission activities of the Agency. The Chief Communications Officer advises the Staff Director on matters relating to the Commission's public outreach, public education, public disclosure, media relations, and Congressional and legislative affairs. The incumbent oversees the activities of the areas under his/her purview to ensure the smooth coordination of activities throughout the Agency, including with the Commissioners Offices and the Office of General Counsel.

Deputy Staff Director for Management and Administration for the Federal Election Commission (FEC). The Deputy Director serves as the de facto deputy to the Staff Director, and as such works closely with the Staff Director on meeting a variety of agency-wide administrative and management challenges. He will direct the formulation and establishment of strategic long-range and short-range organizational management planning for the Agencies functions, with the objective of instituting a logical, integrated framework for organizational management in support of all policy, planning and programmatic efforts.

Director of Human Capital Management for the U.S. Patent & Trademark Office (USPTO). Responsible for planning, organizing, and overseeing the activities of the Office of Human Resources (OHR) and its staff of 90; developing goals and objectives that integrate organizational objectives with human resources objectives; and setting and adjusting long-and short-term priorities, including taking the agency lead in developing Human Capital Management policies to implement the USPTO's 21st Century Strategic Plan.

Associate Administrator for the Department of Agriculture's Economic Research Service. The Associate Administrator shares responsibility for formulating current, intermediate, and long-range policies and programs relating to economic and social science research and analysis and other activities for which ERS is responsible.

Director, Market and Trade Economics Division for the Department of Agriculture's Economic Research Service. The Director is responsible for a program of economic research, intelligence gathering, analysis, and data development and dissemination focused on commodity markets and trade in food and agricultural products. The Director is also responsible for strategically planning current and long-range policies and programs to carry out the Division's economic research.

ACCOUNTING/FINANCE

CFO for the world's pre-eminent professional society for Mechanical Engineers, with revenues of \$65M and a Finance and Accounting staff of 100.

Vice President for a leading New Jersey-based food importing firm. The Vice President has full responsibility of all finance, accounting, information technology and human resource functions for this \$125M distribution corporation.

Vice President of Finance for a public bio-technology company with annual sales of \$30M+. Reporting to the President of the company, the Vice President manages all finance, accounting and human resources functions for this rapidly growing company.

Vice President of Finance for a Washington DC-based not-for-profit organization with \$6.5 Billion annual revenues. Reporting to the CEO, the Vice President Finance is responsible for the overall integrity of the corporation's assets, investments, financial statements as well as billing, collections, and disbursement of funds.

Director of Finance for the publishing division (annual sales \$80M) of a leading scientific society. The Director manages a staff of 20 that includes finance, accounting, collections and fulfillment.

Director of Finance for a Virginia based not-for-profit organization with a \$15M annual budget. The Director of Finance, who reports directly to the Executive Director, oversees all financial matters of the organization. Responsibilities include forecasting, budgeting, accounting, Board Presentations, I/T, and investment reporting.

Director of Internal Audit for a Washington DC-based not-for-profit public service organization responsible for the collection, management and beneficiary allocation of \$4.5 B in funds. Reporting to the President, the Director is responsible for contributing to the development of the corporate audit strategy and for the full implementation of that strategy to include leadership of an internal audit staff of four and the direction of outside auditors.

Director of Finance for a Maryland-based fiber optic telecommunications start-up. The Director is responsible for purchasing, establishing and managing initial financial accounting

systems as well as developing industry costing models and analyzing of customer requirements and existing systems.

Director of Billing Systems for a major wireless telecommunications company. This individual serves in a highly visible, key role to guide the strategic direction and implementation of the company's critical business systems. The company currently processes 500,000 bills for four million business users. These new systems are of primary importance to the success of the organization, which has a strong focus on customer service.

Director of Finance for a Maryland-based medical instrumentation start-up. Reporting to the President, the Director is responsible for all corporate, finance, accounting and administration.

Director of Finance and Administration for diagnostics technology start-up. Reporting to the President of the company, the Director is responsible for establishing all financial and administrative procedures and operations.

Director of Financial Reporting for a NASDAQ traded Real Estate Investment Trust. Reporting to the Controller, the Director is responsible for the internal and external financial reporting processes and oversight of the accounting operations.

Controller for a Washington DC based University with an annual budget of \$40M. Reporting to the CFO, the Controller is responsible for the day-to-day accounting, finance, systems, budgeting, annual audit, and special project work.

Multiple **Senior Accountants** within the Real Estate/Construction industry to include Property Accounting, Lease Accounting, Cost Accounting, Construction Accounting, Accounts Payable/Receivable, and Payroll.

ASSOCIATIONS/NON-PROFIT

President, national contractor organization headquartered in Northern Virginia with a budget of \$7 million and a staff of 25. Position reports to the Board of Directors and is responsible for developing strategic relationships with related organizations, maintaining strong and effective contacts with government regulators, a large annual meeting with expo, as well as an education, credentialing, and standards setting activities.

President of a national organization representing the interests of Social Security and Medicare beneficiaries. With a national membership of over two million, this organization has an annual budget of \$25+ million and a staff of 80.

President of a national trade association representing an important element of the food industry. Position is responsible for critical partnering relationship with another large national trade association with which a national expo is held. Functions supervised include education and communications, as well as the development of special interests groups within the organization that will provide members with access to expertise as well as to potential customers.

President of a national healthcare manufacturing association headquartered in Washington,

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DC responsible for a 40-person staff and a \$10 million budget tasked with ensuring strong representation with the Food and Drug Administration, Capitol Hill, as well as effective strategic relationships with other healthcare related trade associations.

President of a national trade association representing the interests of utilities in the communications area. Position reports to a Board of Directors with a \$10 million budget and a 32 person staff. Assists member companies in focusing on intra-corporate electronic communications and related activities, as well as representation on Capitol Hill and with regulatory bodies.

President of a national trade association in the home furnishings industry. Budget of \$8 million and a staff of 34. Responsible for the full range of association activities from government and public affairs to standards and meetings and education and training activities. This organization is based in Alexandria, VA.

President of a California-based national association in the food industry responsible for heavy regulatory and legislative agenda which is fulfilled through a Washington office. Also responsible for education and training programs for member company staff, as well as assistance to smaller companies in marketing and sales. Membership includes large manufacturers as well as national retailers.

President and CEO for a six million dollar annual revenue not-for-profit organization responsible for administering a major congressional mandated program. Reporting to the Board of Directors, the President is responsible for a staff of 160 plus with an annual administrative budget over \$80,000,000.

Senior Vice President, Journal Publishing Group of a major chemical society. Will lead a strategic business unit with full P&L responsibility. It will encompass the following functions: external editor relations and management, editing, composition, creation of staff-written content for several journals, sales and marketing, and new product development. The annual budget is \$83M with a staff of 195.

Executive Director of a Cleveland-based national engineering society with responsibility for overseeing a large annual meeting with expo, an extensive education and training program, a credentialing program, and a national standards function. This organization has a budget of \$16 million and a staff of 70+. Position reports to the Board of Directors and is responsible for establishing and expanding strategic relationships with similar organizations.

Executive Director of a foundation attached to a national trade association. The foundation is responsible for nurturing and encouraging K through 12 extra curricular activities that will educate students to the need for math and related scientific subjects in the development of their curriculum into college level education.

Executive Director of a national professional society serving the insurance and finance industries. Responsible for a strong education and training program, as well as the development of training materials and expanding these activities through the Internet. Organization has a \$7 million budget and a staff of 28 and the position reports to the Board of Directors with responsibility for serving as a spokesperson for the organization with strategic partners.

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Executive Director of a Chicago-based professional society of scientists and engineers with a budget of \$12 million and a staff of 85. Position supports board and other volunteer activities in education, career training and development and public awareness of the benefits of the discipline. Position also supervises a Washington Office responsible for representing the organization before Congressional and regulatory groups.

Executive Director of a national certification board headquartered in Gaithersburg, MD with a staff of 25 and a budget of \$7 million. Position reports to the Board of Directors and is responsible for strategic relationships with related organizations and disciplines. Position is also responsible for ensuring that certification practices conform to related standards. Position serves as a spokesperson for the organization.

Executive Director for a Tulsa, OK based nonprofit organization that provides programs, space, equipment, and trained personnel at their downtown campus. Reporting to the Board of Directors, the Executive Director is responsible for the overall, day-to-day management of the Center, including: budgeting and financial, facilities, programs and personnel.

Executive Director for a Virginia-based patient healthcare member association. Reporting to the Board, the Executive Director is responsible for implementing the strategic plan by providing leadership and direction to the staff.

Executive Vice President for a major legal association headquartered in Chicago. The organization is North America's leading organization for bankruptcy and creditor's rights attorneys, credit professionals and commercial collections agencies. Reporting to the President and Board of Governors, the EVP is responsible for the overall day-to-day management of the organization.

Vice President of Operations for a Washington-based national trade association of Fortune 100 corporations. Position reports to the CEO and is responsible for all financial, IT and administrative and operational activities within the organization.

Vice President of Regulatory Affairs for a \$250,000,000 annual sales public biotechnology leader in diagnostics and diagnostic reagents.

Vice President of Finance for a Washington DC-based not-for-profit organization with \$6.5 Billion annual revenues. Reporting to the CEO, the Vice President Finance is responsible for the overall integrity of the corporation's assets, investments, financial statements as well as billing, collections, and disbursement of funds.

Chief Operating Officer for a Washington DC-based not-for-profit public service organization responsible for the collection, management and beneficiary allocation of \$6B in funds. Reporting to the President, the Chief Operating Officer is responsible for daily operations for a staff of 150 with an administrative budget of \$100,000,000.

Chief Operating Officer for the \$10M research/innovation arm of one of the world's largest associations. The COO has total responsibility for the management, operations and marketing for this environmental and energy-related organization.

Chief Information Officer for a major national trade association. Will lead an external panel of CIO's from industry as they envision strategic IT needs of the future within the retail profession as well as manage the internal IT operation.

Director of federal and state affairs in the Washington office of a Chicago-based national voluntary health association. Position supervises two staff in the coordination of federal and state programs for the organization, as well as representing the organization in the Washington voluntary healthcare association community.

Controller and Director of Finance for private foundation with 160 employees, total assets of almost \$800 million and an operating budget of \$38 million. Reporting to the Senior Vice President/Finance and Treasurer, the Director is responsible for assisting in managing the assets, liabilities, and financial operations of the organization and its affiliates.

Director of Information Technology for a Washington D.C. based not-for-profit public service organization. Reporting to the VP of Operations, the Director is responsible for developing a corporate IT strategy to include corporate Web presence. The Director manages an internal staff of five and directs outsourced IT services.

Director of Survey Research for the nation's largest educational association. The Director will manage a staff of 12 and provides leadership in designing and conducting surveys, databases, and research projects covering a wide variety of education issues.

Director of Internal Audit for a Washington DC-based not-for-profit public service organization responsible for the collection, management and beneficiary allocation of \$4.5 B in funds. Reporting to the President, the Director is responsible for contributing to the development of the corporate audit strategy and for the full implementation of that strategy to include leadership of an internal audit staff of four and the direction of outside auditors.

Director of Human Resources. The Director is responsible for all Human Resource functions for a leading international scientific publishing and membership association with annual revenues of \$180,000,000 and a combined staff of over 350.

Director of Communications for a leading international scientific society. The Director reports to the Executive Director and is responsible for all communications, public relations and outreach programs for this \$250,000,000 annual revenue organization.

Director of Information Technology for a Washington D.C. based not-for-profit public service organization. Reporting to the VP of Operations, the Director is responsible for developing a corporate IT strategy to include corporate Web presence. The Director manages an internal staff of five and directs outsourced IT services.

Director of Industry Relations for the world's largest professional scientific association. The Director manages world wide programs and initiatives for association corporate and individual industrial professional members.

Director of Engineering for a Washington, DC-based materials trade association. The

Director is responsible for marketing, new business and product development for this growing organization.

Controller, for a prestigious non-profit research organization based in Washington DC. Reporting to the VP of Finance, the Controller is responsible for setting the direction of the department coupled with handling corporate level budgeting, reporting and planning.

Associate Director of Regulatory Affairs for an international pharmaceutical firm. The Associate Director is responsible for leading drug approval efforts for a new cardiac treatment drug. They will also handle follow up FDA requirements for a recently approved eye treatment product.

BUSINESS DEVELOPMENT/MARKETING

Senior Vice President Business Development of Homeland Defense for EG&G, the federal professional technical services division of URS Corporation. Reporting to the President of the Division, the Senior Vice President is responsible for developing business with the Department of Homeland Security.

Vice President, Business Development for Energy and Environmental for a NYSE-listed defense contractor. This individual is responsible for developing business strategies and teaming relationships for contracts at DOE and EPA.

Vice President Sales and Marketing for a public bio-technology company with annual sales of \$30M+. Reporting to the Chairman of the company, the Vice President is responsible for all Sales and Marketing for this rapidly growing company.

Vice President, Government Sales for GE Infrastructure, GE's fast growing high technology platform Division. Reporting to the Senior VP for Sale, the VP Government Sales leads a staff of five sales managers selling to all Federal and local government clients.

Chief Operating Officer and VP, Business Development for a \$7M Environmental research firm. Part of a succession plan, the COO will step up to CEO within the next 18 - 24 months.

Vice President of Government Sales and Marketing for a leading International Satellite Communications Corporation. Reporting to the President of the Corporation, the Vice President is responsible for marketing and sales to Government clients including the Military, the intelligence community and civilian agencies.

Vice President Sales and Marketing for a venture funded internet software tools start up. Reporting to the President, the VP has full responsibility for developing product strategy, marketing and sales plans and the hiring and deployment of staff.

Vice President of Sales and Marketing for a California-based fiber optics start-up. Reporting to the President, the VP is responsible for establishing the marketing and sales strategy for this Metropolitan Net start up.

Vice President of Government Services - Satellite Communications. The VP is responsible

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for managing Government sales for a leading publicly-traded commercial satellite communications Firm. Reporting to the President, the VP manages current sales averaging 30M and has full P&L responsibility.

Vice President of Sales and Marketing for an established local private commercial firm with over \$18,000,000 in sales in specialized electro-optic instrumentation products. The V.P. reports to the President and is responsible for world wide sales and marketing.

Director Military Sales for GE Infrastructure, GE's fast growing high technology platform Division. Reporting to the Vice President Government Sales, the Director supervises a staff of three sales professionals selling to all branches of the Defense Department.

Director Reagent Development for a public bio-technology company with annual sales of \$30M+. Reporting to the Vice President for Operations of the company, the Director is responsible for reagent development and manufacturing for this rapidly growing company.

Director of New Business Development. The Director is responsible for developing new products, strategic planning, and mergers and acquisitions for a leading scientific publisher.

Senior Business Developer for a Fortune 50 Defense Contractor. The individual is responsible for developing new business from the research laboratory sector, i.e., DARPA, SPAWAR, ONR.

Director of Customer Service for a leading bio-technology diagnostics product firm. The director is responsible for managing a staff of 100 who take customer orders and handle after sales support for 95 per cent of the sales for this \$250,000,000 plus annual sales industry leader.

Sales Director, USA for the worlds leading forensic firearms identification firm. Reporting to the VP America's, the Sales Director is responsible for Federal and local sales of both products and services.

Director Business Development for the worlds leading forensic firearms identification firm. The Director is responsible for developing new Federal, local and commercial markets for current and future products and services.

Manager of Technology Development. Reporting to the Director for New Business Development, the Manager is responsible for marketing and sales of DNA sequencing tools and related technology services to leading pharmaceutical and biotechnology firms. The client is a leading international biotechnology firm.

Manager of Customer Service for the world's largest professional society. Based in Washington, D.C., the Manager reports to the Director of Marketing and is responsible for a 10 person staff taking telephone orders for specialized publication requests on a world wide basis. The manager supports joint sales efforts with similar organizations in Europe and Asia.

Manager of Customer Service for a leading scientific publishing organization. The Manager supervises a group of 25 professionals handling over \$43,000,000 in annual sales by telephone,

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mail and Internet (EDI). Reporting to the Director of Marketing, the manager has full P&L responsibility for the department.

ENGINEERING

Senior Vice President of Commercial Products for a leading fiber optic communications technology firm. The Vice President manages engineering, marketing, sales and manufacturing for this publicly traded Maryland firm and is responsible for developing communication products for the telecommunications, video compression and ATM markets.

Vice President of Engineering and Manufacturing for an established private commercial product firm that is the leader in supplying color analysis and appearance quality control instrumentation to Fortune 500 firms. The Vice President manages a group of 30 engineers and 20 manufacturing personnel developing and manufacturing sophisticated software intensive electro-optic instruments.

Vice President of Product Development for a Maryland based international public company with \$150M+ in annual sales. The VP reports to the President and CEO, has P&L responsibility for one of their four key market segments, and manages sales, marketing and engineering.

Director of Engineering for a Maryland-based bio-tech instrumentation firm. The Director manages an engineering design team developing leading edge instruments for both the research and clinical markets.

Director of Product Development for a Maryland-based public company developing leading edge diagnostic instruments for the clinical marketplace. Reporting to the VP for R&D, the Director leads an inter-disciplinary team developing new products from inception to final market delivery.

Director of Engineering for a Washington, DC-based materials trade association. The Director is responsible for marketing, new business and product development for this growing organization.

GENERAL CORPORATE

Human Capital Officer (Director of Human Resources) for the U.S. Patent & Trademark Office (USPTO). Responsible for planning, organizing, and overseeing the activities of the Office of Human Resources (OHR) and its staff of 90; developing goals and objectives that integrate organizational objectives with human resources objectives; and setting and adjusting long-and short-term priorities, including taking the agency lead in developing Human Capital Management policies to implement the USPTO's 21 Century Strategic Plan.

General Manager and Chief Operating Officer – Insurance. The General Manager reports to the President of this Bermuda-based specialty insurance firm providing liable and slander insurance to the publishing industry. The General Manager has full P&L responsibility.

Vice President of Engineering and Manufacturing for an established private commercial

product firm that is the leader in supplying color analysis and appearance quality control instrumentation to Fortune 500 firms. The Vice President manages a group of 30 engineers and 20 manufacturing personnel developing and manufacturing sophisticated software intensive electro-optic instruments.

Senior Vice President, Journal Publishing Group of a major chemical organization. Will lead a strategic business unit with full P&L responsibility. It will encompass the following functions: external editor relations and management, editing, composition, creation of staff-written content for several journals, sales and marketing, and new product development. The annual budget is \$83M with a staff of 195.

Senior Vice President, Uniform Guard Division. Reporting to the President, the Senior VP has full P&L responsibility for a \$40M annual revenue division of a mid-Atlantic based private security firm. The Division provides high end services to commercial and government clients.

Vice President of Investigations for a regional private security firm.

London based **Director, Internal Audit** for a global electric utility company based in Arlington, VA. Our client is one of the world's leading independent power producers that owns and operates over \$33 billion of assets in 28 countries on 5 continents.

Director of Human Resources. The Director is responsible for all Human Resource functions for a leading international scientific publishing and membership association with annual revenues of \$180,000,000 and a combined staff of over 350.

Director of Human Resources for an internationally-recognized Midwest-based on-line scientific information service with over \$125 M in annual revenue. The Director manages a department of 15 and is responsible for all human resources functions.

Director of Billing Systems for a major wireless telecommunications company. This individual serves in a highly visible, key role to guide the strategic direction and implementation of the company's critical business systems. The company currently processes 500,000 bills for four million business users. These new systems are of primary importance to the success of the organization, which has a strong focus on customer service.

Manager of Graphics and Production. Reporting to the Director of Finance and Administration, the Manager leads the efforts of a 30 person department responsible for graphics design, production and copy editing for over 30 scientific magazines and journals.

Manager of Quality Control for a Maryland based public biotech firm. Responsible for developing a new quality control department for this rapidly expanding firm with a rich line of new products.

Warehouse Manager for a national children's educational product distributor to oversee all operations and customer service.

Installation Process Manager for a premier manufacturer of quality replacement windows. Responsible for insuring homeowner satisfaction by training and coaching installation process

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associates on technical issues and customer service, and by supervising the entire installation process.

HEALTH CARE/BIOTECHNOLOGY

Vice President and Director of Health Care Research program for an internationally recognized Health Care research firm. The VP will direct both the applied research and technical assistance/program support practices.

Senior Vice President, Communications and Social Marketing for a \$40M Health Care planning and research organization. This individual will be responsible for a staff of 40 as they design and implement natural health communications campaigns.

Vice President, Clearinghouse Operations for a \$20M Health Care and Environmental Health consulting organization. This individual will be the focal point on all new clearinghouse and information center projects.

Project Director of a \$20M Health Education/Social Marketing program sponsored by the National Heart Lung & Blood Institute of the NIH.

Senior Director Regulatory Affairs for a Maryland-based health diagnostics company. Reporting to the President and Chairman, the Senior Director will be responsible for leading the regulatory and quality assurance staffs as well insuring all company products and services are in compliance with FDA requirements and regulations.

Director of Market Segmentation for the American College of Cardiology. In this role, the Director is responsible for strategy, analysis, and planning of marketing activities relating to enhancing membership within the association.

Senior Director Instrument Manufacturing for a Maryland-based health diagnostics company. Reporting to the President and Chairman, the Senior Director is responsible for all manufacturing, facilities and safety operations.

Managing Research Scientist for a \$150M Washington, D.C.-based research organization directing programs within the areas of Mental Health, Substance Abuse, and Children at Risk.

Executive Director for a Virginia-based patient healthcare member association. Reporting to the Board, the Executive Director is responsible for implementing the strategic plan by providing leadership and direction to the staff.

Associate Director of Regulatory Affairs for an international pharmaceutical firm. The Associate Director is responsible for leading drug approval efforts for a new cardiac treatment drug. They will also handle follow up FDA requirements for a recently approved eye treatment product.

Multiple **Hospital Systems Implementation Specialists** for a national vender of healthcare IT solutions. These individuals conduct requirements analysis through implementation of software packages.

MANAGEMENT CONSULTING

President/COO for a \$100M technology and management consulting firm. The COO is responsible for all business development activities as well as operationally leading the organization into its next growth phase.

Partner, Eastern Region Telecommunications Billing Practice for a "Big 4" Consulting firm. The Partner is chartered with building an emerging area; hiring key personnel, developing strategic alliances and winning large engagements in the telecom billings area.

Partner, Midwest Region of the SAP Implementation Practice for a "Big 4" Consulting firm. The Partner is responsible for enhancing a rapidly growing ERP unit by identifying and closing new business opportunities along with overseeing multiple large engagements.

Regional Director for Professional Services, West Coast, for a B2B eProcurement company. The Regional Director builds the organization, bears responsibility for client satisfaction, oversees selection of technology and its integration with client systems, develops business and contributes to corporate strategy.

Principal for one of the world's largest management consultancies bringing to bear expertise in business process reengineering, economic/cost analyses, modeling and simulation and program management.

Regional Director for Professional Services. This is a senior role in a rapidly-growing E-procurement company. The Director is responsible for building the professional services group for the northeast region. Challenges of the role include selection of technology, custom development for integration with customer systems to enable the full procurement life cycle, as well as hiring the region's other key managers and consultants.

Director of Business Development for a highly profitably government consulting firm serving the civilian agency sector. The Director is responsible for all marketing/sales/proposal development activities.

RESEARCH

Vice President and Director of Health Care Research program for an internationally recognized Health Care research firm. The VP will direct both the applied research and technical assistance/program support practices.

Project Director of a \$20M Health Education/Social Marketing program sponsored by the National Heart Lung & Blood Institute of the NIH.

Managing Research Scientist for a \$150M Washington, D.C.-based research organization directing programs within the areas of Mental Health, Substance Abuse, and Children at Risk.

Director of Survey Research for the nation's largest educational association. The Director manages a staff of 12 and provides leadership in designing and conducting surveys, databases, and research projects covering a wide variety of education issues.

Senior Research Analyst for a prominent educational research firm addressing pressing educational concerns such as state accountability systems, literacy and mathematics instruction, English as a second language education, the role of the district in school reform initiatives, and modeling student achievement over time.

Senior Sampling Statistician for a \$100M Maryland-based social science research firm. The Statistician provides services across the verticals of Health Care, Energy, Housing, and Education.

TECHNOLOGY

Vice President of Military Health Systems for a prominent Northern Virginia Systems Consulting firm. The VP directs over \$7.5 million in projects supporting the Department of Defense Military Health System.

Chief Information Officer for the Immigration and Naturalization Service. The CIO will manage a large, complex, customer-focused organization along with responding to internal and external customer demands; will conceptualize, design, develop, implement, evaluate, and manage state-of-the-art, cutting-edge, global information management systems; will communicate complex issues and information to audiences such as the organization head, top-level officials and Congressional members and staff assistants.

Chief Technology Officer for the U.S. Securities & Exchange Commission. The CTO functions as the Deputy CIO under the general direction of the Chief Information Officer. The incumbent directs and oversees all activities within the infrastructure and support groups. This includes the development and management of project plans, budgets and performance targets, management of the employee and contractor workforce, and development of related operating policies and processes. He drives the creation of an overall technical architecture for the agency, including documentation of the current state and future state, and establishment and management of a migration plan to achieve future improvements in efficiency and effectiveness. He maintains knowledge of best practices and technologies for infrastructure and support operations.

Chief Information Officer for the U.S. Patent and Trademark Office. The CIO for the USPTO serves as the principal information technology advisor to the Under Secretary of Commerce for Intellectual Property and Director of the USPTO. He is responsible for one of the largest on-line storage and retrieval capacities in the federal government. With a staff of 500 full-time employees, 500 contractors, and a \$250MM budget, the CIO serves as the corporate information officer responsible for acquiring the advanced information technology necessary to plan, model, execute and evaluate changes to USPTO business processes.

Chief Information Officer for \$120M annual revenue scientific publishing house. The CIO leads a staff of 70 professionals and is responsible for directing the identification, development and administration of current and new information handling technologies for the efficient production, sale and distribution of the Publication Divisions' products to achieve the strategic and financial goals of the Division. This includes five major areas: system support and development for the fulfillment system; research into advanced technologies for new product

development; production of electronic products; development and operation of business and office systems; development and support of systems.

Chief Information Officer for a major national trade association. He leads an external panel of CIO's from industry as they envision strategic IT needs of the future within the retail profession as well as manages the internal IT operation.

Chief Security Officer for an International Forensic Security firm providing security consulting services and products to law enforcement agencies throughout the world. Reporting to the Vice-President and General Manager, the Chief Security Officer is responsible for all aspects of corporate, product and client services security.

Vice President of Information Technology for a nationwide chain of for profit, venture capital funded clinics providing traditional and alternative patient care. Reporting to the President and CEO, the VP is responsible for establishing a fully integrated nation wide corporate IT system in a short time with limited resources for this fast paced start up. Integrating legacy systems from acquired clinics is a further challenge.

Vice President of Information Technology for a diversified health care financial services company. The VP reports to the CEO and has responsibility for strategic technology planning; systems operations including architecture/infrastructure; systems selection, development and implementation management; and management of IT resources

Vice President of Systems Integration Services for an information technology public company with annual sales of \$300M. The VP is responsible for building a full system integration services group based on the firm's current retail sales information systems product line.

Vice President of Information Systems for a \$150 million Maryland-based software developer. This key officer, in addition to his operational responsibilities, is the strategic technology planner of the organization.

Vice President of Software Product Development for a NASDAQ-traded \$200 M Supply Chain Management software organization. The Vice President manages 150 professionals over a span of 4 geographically disparate locations and has ultimate responsibility for getting product "out the door."

Director of Architecture and Strategy for an international Fortune 300 Financial Services organization. Will be leading a team of top networking professionals responsible for the management and evolution of state-of-the-art communications technologies. The incumbent is developing strategies accommodating competing international technology standards and the convergence of voice, video, and data media.

Director of Software Applications for a publicly traded medical diagnostics company. Reporting to the VP of Engineering, the Director is responsible for developing software products, software for all instrument product lines and the hiring, leading and managing of a staff of 28 IT professionals.

Director of Database Management for a leading international pharmaceutical firm. The Director manages a staff of 25 professionals and is responsible for all clinical trials information management for all drugs in the FDA approval process.

Director of Information Technology for a Washington D.C. based not-for-profit public service organization. Reporting to the VP of Operations, the Director is responsible for developing a corporate IT strategy to include corporate Web presence. The Director manages an internal staff of five and directs outsourced IT services.

Director Corporate Web Strategy for a leading international organization with annual revenues of \$300M+. The Director is responsible for developing the web portal and web products as a means of establishing the website as the primary interface with customers and organization members and as a major revenue source. The Director manages a staff of 12 and reports to the Executive Director for the Organization.

Director of Supply Chain Management and eProcurement Products for an international online exchange organization. This individual has oversight of all related products and services, including building the management team, directing the selection and implementation of eBusiness technologies, enhancing existing offerings, and creating, developing and launching new products.

Director of Knowledge Management for a northern Virginia-based technology management consulting firm. Reporting to the Vice President of Information Technology, the Director is responsible for building a Knowledge Management (KM) practice both to serve the internal needs of the organization as well as to offer the KM systems and process to their client base. We also recruited the Chief Technologist for this KM group.

Director of Information Technology for a leading Professional Scientific Association. Reporting to the Director of Administration, the Director manages a staff of 20 with an annual operating budget of \$2.5M.

Director of Computer Security for a \$75M "think tank". Manages and develops a staff of 20 security professionals.

Director of Information Database for a billion dollar mortgage services firm. Coordinate the building and implementation of a corporate-wide management reporting system based on a client/server relational database.

Director of Software Engineering for a public \$100,000,000 annual sales commercial hospitality industry equipment supplier. The Director manages a staff of 40 software engineers developing object oriented software for UNIX and DOS based client-server products.

Director of Information Engineering for a major financial services corporation. Responsible for directing a corporate task force in identifying and implementing an IE Methodology.

Director of Applications Development for a major Maryland financial institution. The Director manages a staff of 15 high level Business and Systems Analysts.

Director of Software Engineering for \$200 million, Maryland-based value added reseller. The Director manages a group of 15 software developers, product testers and trainers developing specialized point of sale software for international clients.

Project Director of Electronic Commerce for Global Services Division of Fortune 10 Corporation. Reporting to the Vice President of EC Solutions, is responsible for directing concurrent, multi-million dollar implementation and integration efforts for Fortune 200 clients, placing emphasis on B2B Commerce and eProcurement.

Director of Database Architecture for a publicly-traded, leading provider of information services to the commercial real estate industry. The Director is responsible for architecting/creating a high-end, enterprise-wide database; managing third party data sources; and addressing migration/replication issues; while also growing/managing a team.

Manager of Software Development for a publicly-traded medical instrumentation firm. Reporting to the VP for R&D, the manager leads a 30+ group developing leading edge software (C++, Java, XML) for both research and clinical applications. Products include web-based applications.

Director of Web Development for a Virginia-based Internet software start-up. Reporting to the Chief Operating Officer, the Director is responsible for the business and technical aspects of building a successful profit-earning corporate web site.

Vice President of Infrastructure and Operational Systems for a prestigious, not-for-profit research organization headquartered in Chicago. Reporting to the CIO, this individual has responsibility for managing the infrastructure and operational systems to support approximately 400 central office users across 6 locations and 500 remote field staff.



ATTACHMENT G

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EXECUTIVE SEARCH CONSULTANTS

REPRESENTATIVE CLIENTS/INDUSTRIES SERVED

Federal Government

- Department of Education (Federal Student Aid)
- Department of Energy (Energy Information Administration)
- Department of Health & Human Services (Program Support Center)
- Department of Justice
- Federal Election Commission
- Government Accountability Office
- Securities and Exchange Commission
- Small Business Administration
- Transportation Security Administration
- U.S. Department of Agriculture (Economic Research Service)
- U.S. Patent and Trademark Office

State Government

- Port Authority of New York and New Jersey
- State of Georgia

County Government

- Montgomery County, MD

City Government

- City of Rockville, MD

Associations

- Air Line Pilots Association
- Aluminum Association
- Alzheimer's Association
- American Anthropological Association

- American Chemical Society
- American College of Cardiology
- American College of Radiology
- American Society for Microbiology
- ASM (The Materials Information Society)
- Association for the Advancement of Medical Instrumentation
- Building Owners & Managers Association
- Consumer Healthcare Products Association
- Data Interchange Standards Association
- Electronic Industries Association
- Electronic Retailing Association
- IEEE
- International Gas Turbine Institute
- International Sleep Products Association Investment Company Institute
- National Association of Real Estate Investment Trusts
- National Association of Securities Dealers
- National Association of Surety Bond Producers
- National Association of Workforce Development Professionals
- National Concrete Masonry Association
- National Electrical Contractors Association
- National Electronic Distributors Association
- National Electrical Manufacturers Association
- National Fisheries Institute
- National Health Council
- National Institute of Building Sciences
- National Organization of Life and Health Guarantee Associations
- National Retail Federation
- Nonprescription Drug Manufacturers Association
- Society of Nuclear Medicine
- UTC - The Telecommunications Association
- U.S. Soccer Federation

Non-Profit

- Air Line Tariff Publishers
- Aruba Hotel & Tourism Authority
- Asthma & Allergy Foundation
- American Red Cross
- Civil Engineering Research Foundation
- Discovery Channel
- Miss America Organization
- National Association of Workforce Development Professionals
- National Committee to Preserve Social Security and Medicare
- Plastics Pipe Institute

- South Shore (MA) Chamber of Commerce
- Uniform Service Administrative Corporation

Defense

- Adaptive Methods
- Center for Naval Analyses
- Computer Sciences Corporation
- Computer Technology Associates
- EG&G
- General Dynamics
- Hughes
- Institute for Defense Analyses
- L3 Communications
- Logistics Management Institute
- MCR Federal
- Mitre Corporation
- Northrop Grumman
- Orbital Sciences
- Presearch
- Raytheon
- SAIC
- Wyle Labs

Engineering

- CeLight
- COMSAT
- Current Technologies
- General Electric
- Eurotherm
- Fairchild Controls
- Fidelis Security
- Forensic Technology, Inc.
- Hunter Laboratories
- MICROS Systems
- Sprint
- Optelcom
- Santel Networks

Financial Services/Real Estate & Construction

- American Academy of Actuaries
- B.F. Saul
- Capital One

- Casualty Actuary Society
- CoStar Realty
- FINRA (formerly NASD)
- Hannon Armstrong
- Harvest Bank
- Hubert Construction
- Lennar Corporation
- Lerner Enterprises
- NCRIC Insurance Group
- Sallie Mae
- Reuters
- Washington Real Estate Investment Trust

Health Care/Biotechnology

- Abt Associates
- American Institutes of Research
- American Red Cross
- Association for the Advancement of Medical Instrumentation
- BioVeris
- Canon U.S. Life Sciences
- Circle Solutions
- Clinical Research Forum
- Consumer Healthcare Products Association
- Digene Corporation
- Howard Hughes Medical Institute
- Human Genome Sciences
- INFORMAX
- INOVA Health
- International Association for Healthcare Safety and Security
- IQ Solutions
- Life Technologies
- Macro International
- MasiMax Resources
- MedStar Health
- National Committee to Preserve Social Security and Medicare
- National Dialogue on Cancer
- Otsuka Pharmaceutical
- RAND Corporation
- Society of Nuclear Medicine

Management Consulting

- Accenture
- ACS

- Avanade
- BearingPoint
- Booz Allen Hamilton
- Cap Gemini/Ernst & Young
- CGI
- Deloitte
- Extraprise Group
- IBM/PricewaterhouseCoopers
- ICF International
- KPMG LLP
- Project Performance Corporation

Software Products/Vendors

- Avectra
- BroadSoft
- GE Global Exchange
- Hewlett Packard
- ICG Commerce
- Manugistics
- Mercator
- Nextlinx
- SATO Travel
- Software Engineering Institute
- World Wide Retail Exchange



ATTACHMENT I

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EXECUTIVE SEARCH CONSULTANTS

JOSEPH DEGIOIA

...synopsis: **36 year record of unparalleled success in Executive Recruiting... Strong analytical, communications and interpersonal skills... Experienced in Search Strategy Development, Client Relationship Management, Business Development, Marketing, and Communications... Highly organized, with the ability to manage Multiple Projects and meet Deadlines.. A strong Work Ethic combined with a Commitment to Excellence in all Projects Undertaken**

...education: B.S., Industrial Relations, New York University
Coursework toward M.B.A., George Washington University

...career history: **JDG ASSOCIATES, Ltd.** Rockville, MD
'73 - present President:

Founder and CEO of this highly respected executive search firm. Built JDG up to a staff of eight highly successful recruiters while maintaining an extremely low level of turnover (JDG's staff averages 15 years with the firm). While being operationally responsible for all aspects of management and business development within JDG, handles a full complement of search assignments for a diverse set of clientele.

- Performed executive search assignments for clients in the information technology, management consulting, health care and financial services industries.
- Functional areas of expertise include C-Level (COO, CIO, CFO), Director, Manager, and Senior Staff level positions.
- Clients have included the U.S. Patent & Trademark Office, the Securities & Exchange Commission, GE, Capital One, Booz-Allen, the "Big 4", NASDAQ, Mitre Corporation, Hewlett Packard, Logistics Management Institute, and RAND Corporation.
- Conducted company and candidate research using JDG's proprietary database, on-line databases, CD-Roms, the Internet, reference sources, and periodicals.
- Prepared business development proposals.
- Wrote position descriptions for client organizations to include scope of position, experience requirements, and candidate profile.

'69 – '73

ALDEN ASSOCIATES

Rockville, MD

Senior Associate:

Provided technical and management recruiting services to a variety of government contractors to include IBM, CSC, SRI, Abt Associates, American Management Systems, Macro International, Litton, and Raytheon.

'66 – '69

BOOZ ALLEN HAMILTON, Inc.

Bethesda, MD

Personnel Administrator:

Broad Human Resource responsibilities to include Employment, Compensation, Benefits and Training.



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EXECUTIVE SEARCH CONSULTANTS

BARBARA BLIM

...synopsis: **Extensive Executive Search Experience for clients in the Government, High-Technology, Engineering, Financial Services, Management Consulting/Government Contracting, and Not-For-Profit Industries**

...education: M.B.A., Washington University
B.A., Psychology, Washington University
(Invited to enter, and completed, five-year combined degree program).

...career history: **JDG ASSOCIATES, Ltd.** Rockville, MD
'91 - present Principal:

Fully involved in all aspects of the search process, from initial discussion with the client regarding their need, their company, their philosophy/environment; to development of a profile of the position (which includes a description of the qualifications of the ideal candidate and a description of the responsibilities of the position); to identification of appropriate candidates through the use of a variety of sourcing techniques, face-to-face interviews, and reference checking. Acts as a Consultant to the client, helping to devise ways to overcome any obstacles that might prevent their identifying, and hiring, the best possible candidate for their position. Develops close relationships with candidates. Gains their trust and is, therefore, able to understand their short- and long-term goals, the type of environment they enjoy, and a bit about their personal situation that might affect the type of employer they work for or the type of position they accept. Conducts searches for technical and management-level professionals for clients in the government (federal and state), financial services, high-technology, engineering, management consulting/government contracting, and not-for-profit industries.

'89 – '91 **KRAUTHAMER & ASSOCIATES** Bethesda, MD
Executive Search Consultant:

Completed search assignments for this boutique firm specializing in the identification of management-level individuals for clients in the transportation and real estate industries.

'87 – '89 **HEIDRICK & STRUGGLES, Inc.** Washington, DC
Executive Search Recruiter:

Participated in initial client presentation, definition of job requirements, formulation of search strategy, candidate identification, candidate interviewing, biographical report preparation, as well as reference checking and reference report development. Utilized numerous innovative search techniques to identify candidates in the \$80,000 to \$300,000 range, for trade associations, 'Big 4' accounting firms, Fortune 100 manufacturers, universities, the defense industry, and others. Performed research to better enable employer to competitively win search assignments. Utilized a wide variety of research materials, including on-line computerized data bases (e.g., Dow Jones, Dialog, Nexis, H&S proprietary) and appropriate print media.

'74 - '87

QUEST SYSTEMS, Inc. (QSI)

Bethesda, MD

Technical Recruiter/Marketing Representative:

For this search and recruiting firm specializing in the computer software field, performed recruiting, interviewing & screening of candidates, technical resume development, and marketing. Client's requirements ranged from senior-level people in the high-tech/defense and intelligence communities to senior level project/technical managers in non-defense communication areas, to senior-level project managers from financial, banking, and consulting firms.

Additional responsibilities included marketing of computer professionals to client companies, locally and nationwide. Conducted in-depth discussion (either on the phone or in person) to understand specific job requirements, as well as subjective needs based on the company's environment, philosophies, etc. As Supervisor of National Operations, performed marketing functions for clients nationwide, requiring an involvement with clients from a broad range of industries, and a responsibility for effectively conveying these clients' requirements to the QSI staff in such a way that effective recruiting could be performed by them to address these job requirements.

Provided counsel to candidates and clients regarding wage & salary, benefits, career planning & competitive position (to include discussions about education, various college curricula and appropriateness of each, etc.), and other related personnel matters.



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EXECUTIVE SEARCH CONSULTANTS

DARREN DEGIOIA

...education: B.S. Marketing, Boston College

...career history: **JDG ASSOCIATES, Ltd.** Rockville, MD
11/99 – Present Principal:

Search professional responsible for senior level searches with expertise in information technology, management consulting, quantitative sciences, accounting, real estate, government contracting, and the intelligence community. Clients include Federal government, non-profit organizations as well as Fortune 1000 companies. Serves as Vice President and Treasurer of the Maryland Recruiters Association.

1/97- 10/99

FOUR SEASONS HOTELS AND RESORTS

Four Seasons Hotel, Newport Beach Newport Beach, CA
Catering and Conference Services Manager:

- Serviced high profile groups and conventions (10-200 rooms) as well as corporate events and high profile weddings at the only 5 diamond hotel in Newport Beach.
- Serviced off-site catering events.
- Handled all planning of meetings/weddings to include food and beverage, audio visual, and banquet set-up.
- Responsible for weekly and monthly forecasting.

6/95 –11/96

SHERATON HOTELS & RESORTS

Sheraton Premiere Hotel Tysons Corner, VA
Conference Services Manager:

- Handled groups and conventions (10-300 rooms) to include food and beverage, meeting setup, audio visual.

Assistant Front Office Manager:

- Managed all room division departments including Front Office, Bell Stand, Valet, Concierge, PBX and Reservations while maintaining the highest of standards.



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EXECUTIVE SEARCH CONSULTANTS

WALTER SCZUDLO

- ... synopsis: **Extensive experience providing career guidance and counsel to a wide range of professionals working in every aspect of the nonprofit/NGO sector; broad knowledge regarding nonprofit staff organization, recruitment, management, and retention.**
- ... education: LL.M., Tax, Georgetown University Law Center
J.D., Golden Gate University School of Law
A.B., English (concentration in Economics), Middlebury College
- ... career history: **JDG ASSOCIATES, Ltd.** Rockville, MD
2008 - present Principal:

Fully involved in all aspects of the search process, from initial discussion with the client regarding their need, their company, their philosophy/environment; to development of a profile of the position (which includes a description of the qualifications of the ideal candidate and a description of the responsibilities of the position); to identification of appropriate candidates through the use of a variety of sourcing techniques, face-to-face interviews, and reference checking. Acts as a Consultant to the client, helping to overcome obstacles that could prevent identifying, and hiring the best possible candidate for the available position. Develops career-based relationships with candidates in order to understand their short- and long-term goals, and the type of work environment they enjoy. Conducts searches for management and executive-level professionals for clients in the nonprofit and association sectors; government entities; and financial services, legal, marketing, communications and PR, and public policy/advocacy fields.

1999-2008 **ASSOCIATION OF FUNDRAISING PROFESSIONALS**
Executive Vice President Arlington, VA

Provided career guidance and counsel to a wide range of nonprofit professionals regarding nonprofit management, board governance, strategic planning, staff

acquisition and retention, executive compensation, tax law, advocacy, philanthropic ethics, marketing, and development.

1986-1998 Washington Counsel:

Senior legislative and public policy advocate for Intercontinental Energy Group (1996-1998); Shell Oil Company (1988-1996); Natural Gas Supply Association (1986-1988).



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EXECUTIVE SEARCH CONSULTANTS

JENNIFER MOSS

- ...education: M.A., Corporate and Organizational Communication, West Virginia University
B.A., Political Science and Philosophy, West Virginia Wesleyan College
- ...career history: **JDG ASSOCIATES, Ltd.** Rockville, MD
10/07 - Present Senior Associate:
Conducts research and recruitment for senior-level searches for clients within the federal, state, and local government, associations, non-profit organizations, government contractors, and Fortune 1000 companies.
- 10/06 - 10/07 **ENTERTAINMENT PUBLICATIONS** Washington, DC
Fundraising Consultant:
 - Consulted private and public schools in DC region to develop fundraising campaigns.
 - Supported the successful implementation of programs by providing individual training sessions, board presentations, workshops, and school-wide events.
- 10/05 – 10/06 **ULTIMATE STAFFING SERVICES** Rockville, MD
Senior Manager:
 - Cultivated client relationships in finance, accounting, communications, biotechnology, and information technology industry.
 - Completed search assignments, negotiated salaries, and provided new hire orientation programs.
- 8/00 – 9/05 **WEST VIRGINIA WESLEYAN COLLEGE** Buckhannon, WV
Associate Director of Admission and Alumni Relations:
 - Increased enrollment and student profiles during each recruitment cycle.
 - Generated financial and volunteer support from alumni in VA, MD, and DC.
 - Oversaw creation of admission and financial aid publications.
 - Coordinated admission events ranging from 100 to 650 campus guests.
 - Supervised admission staff.