



THE STATE
of **ALASKA**
GOVERNOR MIKE DUNLEAVY

Department of Administration

OFFICE OF THE COMMISSIONER

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Subject: Letter of Reference

To Whom it May Concern:

Tandem Motion and specifically Cara Griffith, assisted the State of Alaska with the consolidation of Human Resources functions for the Executive Branch. Tandem Motion began with a planning process that included the creation and validation of a comprehensive project plan, communication plan, and data collection plan. Cara successfully conducted a thorough business process review with stakeholders and HR subject matter experts. She identified data needs and performance measures, tracked current work and results, identified workforce needs, and provided workforce planning and organization design models. The State of Alaska received clear strategies for effectively consolidating its ~200 HR employees from 15 separate HR offices into one high-functioning and modern HR team. Deliverables included documented HR process flows, a comprehensive list of existing process inefficiencies, suggested HR competencies and ways to close competency gaps, and an implementation plan and tools to assist with implementation.

Throughout the project, Cara Griffith was a positive and influential professional. She was successful and effective in building stakeholder understanding and buy-in, documenting current process workflow and inefficiency, collaboratively developing a future state, and crafting a roadmap, with tools, that would allow the State to meet its objectives in the HR consolidation effort. Tandem Motion met and exceeded the State's expectations of service delivery and project outcomes.

I am pleased to recommend Tandem Motion and Cara Griffith.

Sincerely,

A handwritten signature in black ink, appearing to read "Amanda Holland".

Amanda Holland
Deputy Commissioner
Department of Administration