



## REQUEST FOR PROPOSALS - COMPENSATION AND CLASSIFICATION

### RFP 19-02

**SCOPE OF WORK:** Fayette County, a Class 4 County in southwestern Pennsylvania, is requesting proposals from qualified firms who are interested and qualified to provide a compensation and classification survey and to provide recommendations to ensure the County's classifications and compensation system support the County's mission and strategic objectives as a high-level service-based organization with an emphasis on economic development, fiscal management, infrastructure development and tourism.

**DEADLINE:** Sealed proposal submittals must be received by 3 p.m., EDT, May 23, 2019. Proposals received after the deadline stated herein will not be opened and shall be considered void and unacceptable.

**MARK ENVELOPE:** Compensation and Classification Study

**DELIVERY ADDRESS:** Please submit one (1) marked original and five (5) exact duplicate copies of your complete proposal along with one (1) electronic copy (CD or flash drive) properly labeled and clearly marked with the RFP number and description to:

Fayette County Controller  
61 East Main Street  
Uniontown, PA 15401  
Monday – Friday: 8 a.m. to 4:30 p.m. (EST)

Bids sent via courier must be sealed in a separate envelope inside of the mailer.

**POINT OF CONTACT:** All inquiries regarding this RFP must be made, in writing, to Cristi Spiker, Director of HR, at [cspiker@fayettepa.org](mailto:cspiker@fayettepa.org). The County shall not be responsible for any verbal communication between any County employee and any potential firm. Only written requirements and qualifications will be considered.

Fayette County reserves the right to reject any and all proposals, to waive irregularities, and to

accept the proposal deemed the most advantageous to the County.

**Deadline for submission of questions is by 4:30 p.m. (EDT) on Monday, May 20, 2019.**

**ABOUT THE COUNTY:** Fayette County is requesting proposals to provide a Compensation and Classification Study for 69 management positions. Fayette County employs 586 regular full and 37 part-time employees.

Fayette County is located in southwestern Pennsylvania, adjacent to Maryland and West Virginia. As of the 2010 census, the population was 136,606. The County seat is the city of Uniontown. Fayette County is home to many destinations including Frank Lloyd Wright's Fallingwater, Ohiopyle State Park, Fort Necessity, Kentuck Knob, Penn State Fayette Campus, and the Joseph A. Hardy Connellsville Airport. The County has a total of 798 square miles.

Human Resources

The Human Resources Department provides policy direction on human resource management issues and support to County departments. The Department implements and manages the recruitment and selection of union and non-union employees, maintenance of personnel records, employee performance evaluations, employee relations, and the Employee Assistance Program.

Human Resources, at the direction of the County Commissioners, administers the employee benefits programs, produces internal communications, and coordinates employee recognition programs. In addition, the Department facilitates the County's workers' compensation program, and coordinates required training programs for County employees.

**NOTICE TO PROSPECTIVE VENDORS**

- Fayette County reserves the right to reject any or all proposals, including without limitation the right to reject any or all nonconforming, non-responsive, unbalanced or conditional proposals and to reject the Proposal of any Proposer if the County believes that it would not be in the best interest of the Project to make an award to that Bidder, whether because the Proposal is not responsive or the Proposer is unqualified or of doubtful financial ability or fails to meet any other pertinent standard or criteria established by the County.
- The County also reserves the right to waive all informalities and defects in the proposal and the process *not* involving price, time of submittal or changes in the work, and to negotiate contract terms with the successful proposer. Discrepancies between the indicated sum of any column of figures and the correct sum thereof will be resolved in favor of the correct sum. Discrepancies between words and figures will be resolved in favor of the words. In case of ambiguity or lack of clarity in stating the prices in the proposal, the County reserves the right to consider the most advantageous proposal thereof or to reject the proposal.

Fayette County is a 4th Class County and follows the [County Code 16 P.S. 1801 and 1802 \(PDF\)](#) for the purchases of all services and property. Legal advertisements, purchases, bids, proposals and quotes are done in accordance with the Code.

- Proposals should be mailed or hand delivered. It is the responsibility of the responder to ensure that the proposal(s) is received by the date and the time specified. All costs incurred in the preparation of a proposal responding to this RFP will be the responsibility of the responder and will not be reimbursed by Fayette County.
- Fayette County accepts no liability for the costs and expenses associated with this RFP process incurred by the proposers. Each proposer cannot make any claims whatsoever for reimbursement from the County for the costs and expenses associated with the procurement process.

## **SCOPE OF WORK:**

### **Objective**

Fayette County is seeking a qualified and competent provider of professional services to design a comprehensive compensation plan for Fayette County and to classify all subject positions (approximately 69) appropriately within the plan structure.

Fayette County desires to maintain an internally and externally equitable, yet market competitive, classification and compensation plan. The compensation plan will be used to attract and retain high caliber employees. Fayette County also desires to ensure its benefit offerings and salaries are competitive in the market.

### **Scope of Services**

*Complete a market analysis of base compensation* – The vendor will review certain distinct positions (approximately 69) in order to compare Fayette’s compensation to that of other similar entities around this region and other comparable counties in the surrounding tri-state area. Our focus is to be certain to match, to the best extent possible, job descriptions and job functions. For purposes of this analysis, the vendor will review comparable organizations and provide recommendations regarding base compensation. Vendor will provide County with a report detailing findings and methods and present to the Fayette County Commissioners and others, as needed.

### **Deliverables**

#### ***Conduct kick-off meeting***

The first step vendor’s engagement will be to conduct a kick-off meeting. The Vendor will meet with the Commissioners and designated personnel to review the specifics of the engagement and discuss timing and responsibilities. The Vendor will develop an understanding of existing compensation and job descriptions and gain knowledge of other issues, such as turnover rates, competition, demographics and capabilities, and other relevant information. The vendor will

utilize this time to gain an understanding of Fayette County's competition for qualified employees and its strategic plan.

### ***Assessment of Compensation Program***

Vendor will review the following data and information and complete the tasks noted below:

- Become thoroughly familiar with the organizational structure
- Review the job descriptions for an estimated 69 positions
- Analyze total compensation information (both actual and target) for the past three (3) years

### Assessment of Current Internal Circumstances

The successful proposer will assess and analyze the current direct wages to establish the value of the current program, position in the market and develop recommendations for an overall competitive position in the job market.

The successful proposer must perform a comprehensive analysis of current classification and compensation plan including but not limited to:

- a. Placement of positions in the current pay plan;
- b. Accuracy of Federal Labor Standards Act ("FLSA") exemption status of all positions;
- c. Compare ratio analysis by gender and race as relates to internal pay analysis;
- d. Accuracy of position titles and descriptions regarding unique characteristics of the position, essential job functions, minimum qualifications, working conditions, licensing requirements, "on call" requirements and supervisory requirements;
- e. Must accommodate the unique nature of certain functions and responsibilities characteristic of County government; and
- f. Analysis of existing internal hierarchy and internal career ladders where appropriate.

### Collection and Assessment of Current Market Data

1. The successful proposer shall make recommendations to the County on the use of existing survey data or use of an independent survey for market pricing of jobs to be used for comparison with the County's current classification and compensation plan. The data will be based on comparable wages for the 2020 actual year – the successful proposer will recommend aging of any data if necessary.

2. The successful proposer shall provide market data for the current job classifications of positions chosen for the study, and market analysis of wages for each position and for each comparable employer/group of employees. Any additional pay categories shall be reported by class of eligible employee. Survey descriptions shall be matched to job descriptions to ensure good job matches.

### Required Deliverables

1. An analysis of the current pay plans and processes to include a presentation to the Fayette County Commissioners in August 2019. This presentation will focus on the current pay plans and processes.
2. A comprehensive report, including benchmarking and market analysis of direct compensation to determine the value of the County's current program, market comparisons and recommendations for alternatives based on market and competitive positions reflecting cost/savings to the County.
3. The report shall include recommendations, alternatives and cost projections as well as narrative, graphs and charts both at detail and high level.
4. Analysis of data for each job shall be provided to the County in Excel format providing the following information: degree of match, range minimum, range maximum and actual average of incumbent employees of market comparables. The methodology used to place positions and/or construct the pay structure should be fully defined.
5. Charts and graphs shall be used to depict how the position of the County's jobs compare in relation to market comparables and recommended placement in a compensation structure.

### Recommendation & Design of Classification & Compensation Plan, Implementation

1. The successful proposer, in collaboration with the County, shall design a total compensation system which is externally competitive while assuring internal equity, and shall develop a compensation strategy, including defining comparable markets, allowing the County to establish competitive market position for the approximate 69 positions.
  1. This process shall include presenting recommendations to the Commissioners, Human Resources, and the Controller.
  2. The successful proposer must clearly provide recommendations for changes to the current classification and compensation plan or recommend an alternate structure for the County's classification and compensation plan, including provisions for addition of new positions and a method to maintain competitiveness.
  3. The successful proposer must develop a salary structure for the County based on survey market data that will attract and retain a quality workforce, including placement of positions within the recommended pay structure. The structure shall also provide for regular adjustment in order to maintain competitiveness.
  4. All services must be performed, and recommendations provided, including use of specific software products or services, must comply with applicable state and federal laws and serve to enhance the County's ability to obtain and retain qualified personnel.
  5. The successful proposer **may** be asked to design a multiyear implementation strategy based

on financial parameters, employee performance, and compensation benchmarks. *This would be subject to pricing of the same.*

6. The successful proposer must recommend salary administration procedures regarding hiring, promotion and demotion. This may include a point factor method of classifying positions within the pay structure and guidelines for assessing FLSA exemption status.

#### Communication Requirements

1. The successful proposer will be required to meet with the Commissioners at the initiation and conclusion of the Project.
2. Progress meetings or conference calls - the County requires ongoing and open communications between designated Township representatives and the successful proposer over the course of the project.
3. The final recommendations will be presented to the Commissioners and designated personnel.
4. All communications shall be appropriately structured for the intended audience, and shall be in the simplest, most direct format possible, clearly articulated and easily understood.

#### **CONTRACT TERMS AND CONDITIONS:**

##### General

It is anticipated that this contract is for completion of services within four (4) months of selection (proposers to submit schedule), with extension terms available, upon mutual agreement of the parties. All rates/fees shall be fixed for the contract term and for any subsequent extension terms – there will be no provision for price adjustments for any extension, as the agreement is meant to provide an option for either party to exit the contractual obligation at its discretion.

#### **INSTRUCTIONS TO BIDDERS:**

##### General

This section outlines specific instructions for proposal submissions. Proposers not adhering to these instructions shall be disqualified without further consideration.

Except for trade secrets and confidential information, which the firm identifies as proprietary at the time of their submission, all proposals will be open for public inspection after the contract award. All proposals become the property of Fayette County.

Fayette County requires comprehensive responses to every section within this RFP. Conciseness and clarity of content are emphasized and encouraged. Vague and general proposals will be considered non-responsive and will result in disqualifications. It is requested that proposals be limited to no more than ten (10) pages, excluding resumes and sample documents. All pages of

the proposals must be numbered.

#### Project Timeline

The vendor selection process will follow the timeline shown below. Estimated key milestone dates for the completion of the project are also included:

**Request for Proposals Issued: M a y 1 0 , 2 0 1 9**

**Deadline for Submitting Questions: M a y 2 0 , 2 0 1 9**

**Proposal Submission Deadline: M a y 2 3 , 2 0 1 9**

**Planned Award of Contract: J u n e 2 0 , 2 0 1 9**

#### Statement of Compliance

By submission of a response to this RFP, proposer acknowledges full compliance with required specifications and all terms and conditions as detailed in the RFP.

#### **TAB A – Qualifications and Experience**

1. Briefly introduce your firm, providing a summary of the administration, organization and staffing of your firm, including multiple offices, if applicable.
2. Provide an organizational chart indicating the positions and names of the core management team, which will undertake this engagement.
3. Identify the project manager and each individual who will work as part of this engagement. Include resumes for each person to be assigned. Include any professional designations and affiliations, certifications and licenses, etc.
4. Describe the experience of the firm in the last sixty (60) months in performing consulting services in similar size and scope.

#### **TAB B – Project Methodology**

1. Provide an estimated timeline to complete the proposed work.
2. Include the total number and types of meetings anticipated by the consultant that will affect the various groups of the County (Human Resources, management team) during the course of the work including time for questionnaire completion.
4. Provide a work plan that must describe the firm's methodology, including a detailed project plan and time frames from the award date to completion.
5. The strategies and methods by which the work is performed must be included in the proposal and detailed sufficiently to allow the County to determine compatibility of the approach to the County's overall goals.
6. Work plan shall clearly distinguish the firm's duties and responsibilities and those of the

County. Absence of this distinction shall mean the firm is assuming full responsibility for all tasks.

7. Please submit a brief description of how positions will be evaluated to determine current duties and responsibilities.

**TAB C – Pricing and Fees**

1. The proposals shall provide a breakdown of fees for each phase of the project including an itemization of all costs.
2. The proposal shall include an hourly fee schedule for additional services required for successful completion of this project but not specifically identified in this RFP or optional services that may enhance the County’s benefit such as implementation.

**TAB D – References**

1. Provide references for similarly successful projects from five (5) governmental agencies, including the name of the agency, contact name, telephone and email address.
2. Include names and telephone numbers of persons whom the County can contact for references regarding the firm’s past performance on similar projects.

The following are the current Commissioners who are anticipated to either recommend or approve award of the proposal: Angela Zimmerlink, Vince Vicites, and Dave Lohr.

**Additional Information**

Fayette County will provide the following to the successful proposer in electronic format:

1. Current Pay Plan of Approximately 69 employees
2. Samples of Current Job Descriptions
3. Wage, Salary, and Benefit information as required

**RFP CONDITIONS:**

**EVALUATION PROCESS:** It is the County’s intent to enter into a contract with the Vendor that offers the “best value” for the desired project. After receipt of the proposals, the County will evaluate the proposals based upon the evaluation criteria set forth in the Request for Proposal. The County has, at its sole discretion, the ability to negotiate with the respondent determined to provide the most on-point proposal. Fayette County may elect to conduct discussions with the respondents deemed to be in the competitive range for award. If discussions are held, respondents identified in the competitive range will be given equal opportunity to discuss and submit revisions to their proposals. Revisions of proposals are accomplished by formally requesting Best and Final Offers (BAFOs) at the conclusion of discussions with a deadline set for receipt of BAFOs and including instructions as to exactly what should be submitted in response to



the BAFO. After consideration of all BAFO responses, the County will make a selection and enter into contract negotiations.

**AWARD:** The County has the right to award a contract upon the conditions, terms and specifications contained in a proposal submitted to the Township for a period of up to ninety (90) days following the date specified for the opening of proposals.

END