

Introduction

Institution, located in **City**, **description of institution**. For more information on **Institution**, visit **institution website address**.

Requests for Proposals

The College requests proposals for the following services: design of a job classification and compensation system; and completion of a peer group total compensation survey.

The first project is the primary focus of this request and is applicable to both faculty and staff employees. The College wishes to conduct a survey of its peer group relating to total compensation for a sampling of faculty and administrative positions.

Current Financial Environment

Institution is currently involved in a comprehensive self-review and strategic planning effort. The end result of this effort is the implementation of a strategic plan designed to stabilize the College's fiscal outlook and enhance its market position among liberal art colleges. The College has experienced some financial difficulties over the past several years which resulted in the layoff of employees, temporary reduction in employee salaries, and the suspension of employer contributions to the retirement plan. The College has restored all salary reductions to employees and will commence making a small contribution to the retirement plans during the upcoming fiscal year. Management wants to ensure that its new compensation system is competitive and affordable over the next ten years.

Overview of Current Compensation Plan

Currently, the College employs approximately 91 full time faculty and 182 full time staff. College positions are classified by essential job functions, knowledge, skills and abilities, and qualifications. There is not a formal pay structure at the College for faculty or staff, although a step system for faculty within ranks exists. A copy of the step system will be provided.

- Annual FY XX-XX payroll for full time faculty positions is approximately \$X.X million.
- Annual FY XX-XX payroll for full time staff positions is approximately \$XX.XX million.
- Annual FY XX-XX expenditure for full time faculty stipends, approximately \$XXX,XXX.
- Note: Members of the following departments are employed by outside contractors and are not included in the compensation study; Dining Services, Landscape Services, and Housekeeping Services.

For administrative, secretarial and clerical staff positions, salaries are a function of departmental budgets and the salary level of departing employees. Faculty salaries are based on the step guidelines previously noted. In addition, faculty typically receives a number of stipends during the academic year for various responsibilities, including course development.

Hiring managers may request salary survey information from Human Resources; however, the budgeted amount for the position typically drives the starting salary for newly hired employees.

Desired Consulting Services

The College is seeking a firm to work with the Steering Committee to design and assist with the implementation of a job classification and compensation system.

- **Goal Setting/Project Planning** - Goal setting and project planning is critical to the effective execution of this project. The selected consultant will work with the College to assess its goals and recommend appropriate methodologies for achieving those goals. The selected consultant must be prepared to guide the College through these decisions, remaining sensitive to College goals and resources. Once this process is complete, the selected consultant will help present the project plan to College leadership.
- **Job Analysis and Documentation** - The selected consultant will provide a framework within which the steering committee will work to collect job and classification information. Depending on the methodology elected during the goal setting/project planning phase of the process, the appropriate job analysis will compare jobs internally and to the relevant market. The selected consultant will be expected to provide methodologies, surveys and support relating to the data collection process.
- **Job Evaluation** - The selected consultant will conduct job evaluations, thereby determining the relative worth of jobs internally and within the market. During the initial goal setting/project planning stage, the College and the selected consultant will determine the most appropriate job evaluation method, taking into account the College's goals and available resources.
- **Competitive Benchmarking** - The selected consultant will identify existing market data sources and with the assistance of the steering committee determine market references for benchmark jobs.
- **Pay Structure** - The selected consultant will develop a set of easy to understand and easily communicated pay ranges based on job analysis and market reference data. The selected consultant will develop definitional guidelines for salary ranges, including hiring and promotion guidelines. The steering committee and the selected consultant will work together to slot jobs and/or classifications within the appropriate ranges.
- **Final Pay Plan** - The selected consultant will make recommendations for guidelines, vehicles and tools for pay delivery. The selected consultant will design guidelines for progression within job families; outline transition strategy and develop strategies for maintaining the twin goals of internal equity and market competitiveness over time.
- **Implementation.** - Together, the selected consultant and steering committee will develop a detailed outline for implementation; develop training and informational vehicles for the ongoing administration of the plan. It is estimated that the selected consultant will participate in one meeting with College leadership to present the final pay plan and two "town meetings" with College employees to communicate the final pay plan.
- **Communication** - Throughout the process, the selected consultant will assist the College with appropriate employee communications.

Project Proposal: Total Compensation Survey

Scope

Provide total compensation survey information on a sampling of faculty and administrative positions within **Institution's** peer group.

Goals

- I. **Institution's** goal is to provide a total compensation package that adequately supports recruitment and retention. To assist it in decisions relative to benefits as part of that total compensation, the College desires a sampling of information from within its peer group. **Institution** requests assistance from the consultant in determining the appropriate peer group including benchmarking factors such as private, liberal arts colleges with comparable enrollment, comparable endowment, and size of faculty and staff.

Timeline

Institution wishes to have this information by **Date**.

Consulting Services Desired

The College is seeking a firm to conduct a survey of its peer group, taking into account the following components of total compensation:

- Base Salary
- Stipends (course development, area/department chairs, special projects)
- Health Insurance
- Prescription Drug Coverage
- Dental Insurance
- Vision Insurance
- Retirement Plan (403(b))
- Disability (short and long term)
- Paid Time Off (vacation, sick leave)
- Accidental Death & Dismemberment Insurance
- Life Insurance
- EAP/Employee Support
- Moving Expense Reimbursement
- Tuition Remission/Tuition Exchange
- Wellness
- Dependent Care Savings Account
- Medical Reimbursement Savings Account

The survey should provide a "snap-shot" comparison of total compensation among representative jobs (faculty and non-faculty) from no more than 20 peer institutions. The selected consultant will work with the steering committee to determine the appropriate peer institutions. An estimate of rates for varying number of institutions or on a per institution basis is desirable.

Project Proposal: Compensation and Job Classification System

Scope

Design and assist with the implementation of a compensation and classification structure for all faculty and staff (exempt and non-exempt).

Goals

Institution's goal is to provide a total compensation package that facilitates recruitment and retention within an affordable range. A critical step towards reaching this goal is the development of a job classification and compensation system that addresses concerns with internal equity while providing the groundwork for maintaining a level of competitiveness within the relevant labor markets.

It is a priority for the College to design a compensation and classification system that is easy to understand and communicate. It is also critical that the system be easily administered and readily updated as market and inflationary changes warrant.

Timeline

Institution intends to have a new classification and compensation system designed by **Date**, recognizing that the date of full implementation will require a longer time horizon.

Consulting Services Desired

The College is seeking a firm to conduct a survey of its peer group, to design a compensation and job classification system that is taking into account the following components: organizational structure, title, salary, supervisory responsibility, impact to institution, etc.

The survey should provide a "snap-shot" comparison of job families among representative jobs (faculty and non-faculty) from no more than 20 peer institutions. The selected consultant will work with the steering committee to determine the appropriate peer institutions.

General Proposal Requirements

Contract Term

The term of the engagement shall commence as soon as the award is determined. It is anticipated that the compensation plan design will be completed no later than **Date**, with some communication and transitional work requiring a longer time horizon, but with a final service date not later than **Date**. The performance management design services should be completed no later than **Date**.

Work Plan

The College requires a detailed work plan including, where appropriate, detailed alternative approaches and methodologies.

Rate/Fee Guarantee

An analysis of the rate/fee structure should be provided for each project as well as a total for two plan proposals. Alternative rates for alternative approaches are requested, with a complete analysis of the reasons for the differences.

Personnel List /Higher Education Experience

A list of professionals assigned to the project, including professional biography and years of compensation design experience is a mandatory proposal item. Each professional's compensation design experience with higher education, if applicable, must be included. If no reference to higher education experience is indicated it will be assumed that the professional has no such experience. The College also requires a listing of other higher education institutions with which the respondent has worked in the area of compensation design.

References

The College requests professional reference information from higher education institutions with which the respondent has worked in the area of compensation design. The name, title and telephone number of a contact person is requested. If the respondent is unable to provide the requested reference information for an institution of higher education, an alternative reference is requested along with a description of the services provided.

Anticipated Proposal Review Schedule

The College reserves the right to narrow the field of respondents and conduct tele-conferences with the selected finalists prior to making a final determination on **Date**.

Date Issue request for proposals

Date Deadline for submission of information requests

Date Responses to written requests

Date Proposals Due

Date Select vendor/issue letter of intent

Additional Information

Any questions regarding these specifications or requests for additional information must be submitted in writing to the attention of **Name**, Director of Human Resources, **Address** no later than **Time & Date**. The College will provide to each respondent the question and answer no later than **Date**. The questioning respondent will not be identified.

Evaluation Criteria

The selection of a successful consultant firm will be determined by the proposal that best serves the interest of the College, taking into account the following:

- The capabilities of the respondent to help the College meet the stated design goals;
- The projected cost of the project. Given that the College has limited resources to allocate to this project, a detailed cost analysis is critical for a successful engagement;

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- The ability of the respondent to efficiently deliver consulting services in a manner consistent with the goals and culture of the College, and within the specified timeframe;
- The experience of the firm in the area of compensation consulting with institutions of higher education, particularly private institutions.

Reservation of Rights

Institution reserves the right to reject any or all proposals, award partial proposals, waive any proposal informalities or irregularities, and request new proposals if it is deemed in the best interest of the College.

The College reserves the right to conduct discussions with responding consultants, to seek further information and clarification, to accept revisions of proposals and to negotiate price changes. The College will not disclose information from any proposals submitted.

The College reserves the right to narrow the field of respondents and, if desirable, conduct oral interviews via tele-conference with the respondents, either in whole or in part.

Equal Employment Opportunity

Institution does not discriminate on the basis of race, color, national origin, ethnic origin, sex, age, disability or status as a protected veteran in employment or the rights, privileges, programs, and activities generally accorded or made available to students at the school, administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs.

Enclosed Materials

All information provided as part of this Request for Proposal is considered confidential. By submitting a proposal, you agree not to disclose the information provided to any third party unless compelled to do so by law. If you are not awarded the project or any portion thereof, you shall immediately destroy the information provided and, upon request, certify to the College that such items have been appropriately destroyed.

Appendix

- Listing of Faculty Job Titles and Annual Salary
- Listing of Non-exempt Job Titles and Annual Salary
- Listing of Exempt Job Titles and Annual Salary
- Administrative Organizational Chart