

SECTION 5

SCOPE OF WORK

5.1 General

The minimum requirements and the specifications for the Services, as well as certain requests for information to be provided by Proposer as part of its proposal, are set forth below. As indicated in **Section 2.3** of this RFP, the successful Proposer is referred to as the “**Contractor.**”

5.2 Minimum Requirements

Each proposal must include information that clearly indicates that Proposer meets each of the following minimum requirements:

5.2.1 Study Objectives:

- 5.2.1.1 Ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together;
- 5.2.1.2 Provide salaries commensurate with assigned duties;
- 5.2.1.3 Clearly outline job progression opportunities and provide recognizable compensation growth;
- 5.2.1.4 Provide justifiable pay differential between individual classes; and
- 5.2.1.5 Maintain a competitive position with other comparable government entities and private employers within the same geographic areas.

5.2.2 Scope of Services

- 5.2.2.1 Provide for a comprehensive evaluation of every job within the City to determine relative worth within the organization for internal equity and for the establishment of pay ranges and step progressions within the ranges.
- 5.2.2.2 Review all current job classifications, confirm, and recommend changes to hierarchical order of jobs using an approved evaluation system.
- 5.2.2.3 Establish appropriate benchmarking standards and conduct salary surveys as needed for similar positions with comparable entities.
- 5.2.2.4 Identify potential pay compression issues and provide potential solutions.
- 5.2.2.5 Analyze and recommend changes to the present compensation structure to meet market analysis. This recommendation may include recommendations for individual positions as well.

5.2.3 Information Meetings

- 5.2.3.1 Prior to commencement of study, Consultant to present proposed study methodologies and processes to City Council.
- 5.2.3.2 Consultant to have an initial meeting with City Leadership to discuss the process, tasks, and methodologies to be used in the study.
- 5.2.3.3 Consultant to meet with department heads to explain study and process to be used.
- 5.2.3.4 Consultant to provide frequent updates to City Project Manager.

5.2.4 Classification Study

- 5.2.4.1 Consultant to review current classification grade methodology and propose recommended strategies for the City.
- 5.2.4.2 Consultant to conduct interviews and/or job audits as appropriate. Interviews and/or job audits may be conducted individually or in groups based upon classification.
- 5.2.4.3 Consultant to update job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, minimum qualifications (education/experience and knowledge/skills/abilities), working conditions (physical demands, work environment, and travel requirements), and certification/licenses/registrations requirements for classification as needed.
- 5.2.4.4 Consultant to qualify the FLSA status for each job classification.
- 5.2.4.5 Consultant to finalize class specifications and recommend appropriate classification for each employee, including correction of identified discrepancies between existing and proposed classifications.
- 5.2.4.6 Consultant to identify career ladders/promotional opportunities as deemed appropriate.
- 5.2.4.7 Consultant to provide a straightforward, easily understood, maintenance system that Human Resources Department will use to keep the classification system current and equitable. Maintenance should include annual activities, as well as the process we would use in the review of the classification of individual jobs, as needed.

5.2.5 Compensation Study

- 5.2.5.1 Consultant to review current compensation plan (salary grade levels and steps) and understand current challenges in recruiting and retaining employees.
- 5.2.5.2 Consultant to recommend and identify a consistent and competitive market position that the City can strive to maintain.
- 5.2.5.3 Consultant to recommend comparable labor markets, including both private and public sector employers for compensation survey.
- 5.2.5.4 Consultant to develop and conduct a comprehensive compensation and benefits survey, to include determination of total compensation.
- 5.2.5.5 Consultant to recommend appropriate salary range for each position based on the classification plan, the compensation survey results, and the internal relationships and equality. Prepare a new salary structure based on the results of the survey and best practices.
- 5.2.5.6 Consultant to recommend implementation strategies including calculating the cost of implementing the plan.
- 5.2.5.7 Consultant to identify any extreme current individual or group compensation inequities and to provide a recommended corrective action plan and process to remedy these situations.
- 5.2.5.8 Consultant to make recommendations and to provide implementation strategies related to other key compensation practices, based on market demands, including pay for performance, skill pay, special assignment pay, certification pay, bilingual pay, promotional pay, and acting assignment pay.
- 5.2.5.9 Consultant to provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan. Maintenance should include annual activities such as market survey.
- 5.2.5.10 Consultant to conduct a compression analysis to include any recommendations for implementation.