

CITY OF TUSCALOOSA)
STATE OF ALABAMA)

REQUEST FOR PROPOSALS

TO: Qualified Firms

FROM: The City of Tuscaloosa, Alabama

**RE: Request for Proposals for Classification Pay and Benefits Study
(A17-0172)**

DATE ISSUED: May 7, 2017

DUE DATE: June 21, 2017

Section 1. Introduction.

The purpose of this Request for Proposal (RFP) is to provide the City of Tuscaloosa's Human Resources Department with a proposal to design, implement, and maintain classifications and pay plans. The objective of this request is to design and implement a pay and benefit(s) plan which will provide both internal and external equity, to establish a classification system that accurately describes the duties, knowledge, skills, abilities and minimum qualifications required for each job class, to determine and implement a program of accurate job descriptions based on job analysis, and to develop a maintenance program for job descriptions and classification recommendations. An alternate proposal to incorporate skill and competency based pay into the pay plan system is invited as part of this RFP.

Firms expressing interest should be fully capable of providing the end results requested. This is a procurement of professional services as more particularly described herein. This procurement will be conducted in a manner providing full and open competition consistent with the standards of 24 CFR § 85.36.

- a. Preparing standardized job descriptions for all jobs to include accurate representation of job duties, knowledge, skills, abilities and minimum qualifications.

- b. Developing and implementing a job classification system based upon jobs having similar duties and requiring similar qualifications.

- c. Developing and implementing a pay plan that will account for internal and external equity, merit pay, and skill/competency pay.
- d. Developing a maintenance program to address the creation of new job descriptions, updating current job descriptions, and making classification assignment recommendations.

The purpose of this inquiry is to determine the interest or non-interest and the qualifications of firms in providing the professional services required. A number of firms may be asked to express their interest with regard to these services.

Section 2. General Scope of Services

The City of Tuscaloosa seeks the services of a human resources consulting firm that has the knowledge, experience and expertise to perform the services as requested.

- A. The firm must be able to perform the following types of services upon request from the City:
 - 1. Meet with City administrative officials to assure an understanding of the City's objectives in this endeavor
 - 2. Review related background documents including job descriptions, pay plan, performance appraisal system, and the existing classification system. (Attachments "A" and "B" are a sample job description showing the format and general content of the City's current job descriptions, and the accompanying performance appraisal instrument.
 - 3. Meet with City employees in several orientation sessions to describe the scope of work and methodology.
 - 4. Perform job analysis for each job in the City, utilizing, but not being limited to, questionnaires, interviews, and on-site observation.
 - 5. Prepare written job descriptions for each job in the City. Duties should be organized into logical groupings or domains. (Note that it may be possible to capture several existing jobs under one job title thereby eliminating several job descriptions). Attachment "C" is a current list of job titles.

6. Group jobs based upon duties performed and the knowledge, skills, abilities, and minimum qualifications required for job performance (e.g. Secretary-Planning, Secretary-Public Safety, Secretary-Public Works, etc.)
7. Conduct wage and benefit survey of public and private organizations to determine competitive wages and benefits in the appropriate labor markets.
8. Design or utilize a valid job evaluation system and evaluate jobs to determine proper internal class relationships.
9. Assign each job to a pay grade with a view toward achieving proper internal relationships among classes and making salary ranges competitive with relevant markets, as evidenced by the results of the wage survey, with due consideration of the financial condition of the jurisdiction.
10. Estimate accurately the cost of installing the pay plan and recommend a methodology for implementation.
11. Develop and recommend a procedure for employee classification appeals.
12. Hear employee classification appeals during initial implementation and recommend appropriate classification.
13. Develop and recommend appropriate compensation policies and procedures with consideration of short and long-term costs.
14. Prepare a final report outlining the methodology of the study, the recommendations of the consulting firm, and a system of plan maintenance.
15. Train appropriate Human Resources personnel in the job evaluation system and the administration of the pay structure.
16. Work closely with the City's performance appraisal consultant so that new and modified appraisal instruments can be developed expeditiously.
17. Make oral presentation of finding at up to three formal meetings, including City Council meetings, and informal meetings as necessary.

B. Alternative Proposal-Skill/Competency Based Pay System

The consultant is encouraged to submit, as an addition to the main proposal, a proposal to design, recommend, and implement a system incorporating skill/competency based pay into the traditional pay plan being utilized. To the greatest extent practical, eligibility for skill/competency pay should include each job. Ease of administration of the skill/competency based pay system is to be emphasized.

The alternative proposal should be bid as a separate item and include a complete description of the proposed skill/competency based pay system and development methodology.

Section 3. Firm Qualification and Proposal Requirements

Proposals must be received by close of business (5:00 pm) on June 21, 2017.

All proposals should be submitted in 8 ½" x 11" paper size. Each proposal shall be prepared simply and economically, providing straightforward, concise delineation of the firm's capabilities to satisfy the requirements of this RFP. Elaborate binding and color displays other than those necessary are highly discouraged.

Provide three (3) bound copies, sealed and labeled "Proposal for RFP Classification Pay and Benefits Study (A17-0172) to:

**Glenda Webb
Office of the City Attorney
City of Tuscaloosa
Post Office Box 2089
Tuscaloosa, Alabama 35403-2089
(205) 248-5140**

**Courier Address:
Office of the City Attorney
2201 University Blvd.
Tuscaloosa, Alabama 35401**

A. Proposal Format: The following format should be followed.

1. Title Page--Show the request for proposal subject, the name of your firm, address, telephone number, name of contact person and date.
2. Table of Contents--Clearly identify the material by section and page number.
3. Letter of Transmittal-limited to one or two printed pages.

- a) Briefly state your firm's understanding of the work to be done and provide a commitment to perform work.
- b) Give the names of the persons who will be authorized to make representations for your firm, their titles, addresses and telephone numbers.

4. Profile of Proposer

- a) State whether your organization is national, regional, or local. (3 pts)
- b) State the location of the office from which the work is to be performed. (3 pts)
- c) Describe the firm's experience in the design and implementation of classification and pay systems for public and/or private employers and the number of years engaged in this type of work. Provide a list of current and prior clients for whom you have designed and implemented such systems, especially in the area of municipal government. Include the contact person's name and telephone number and indicate the type of services performed and the duration of the project. Proposers are encouraged to submit samples of the final reports from similar projects. (20 pts)
- d) State if you have been involved in litigation with the last five years or if there is any pending litigation arising out of your performance of classification, pay and benefits studies. If so, please give a brief explanation of the issues involved. (pass/fail)

5. Summary of Proposer's Qualifications

- a) Identify the Project Manager and each individual who will work on the project. Include resumes for each person to be assigned. The resumes may be included as an appendix. (10 pts)
- b) Describe the experience of each of the consultants assigned to this project as it relates to designing and implementing private and public classification pay systems. Describe the relevant background of each individual. (10 pts)

- c) Describe the organization of the proposed project team, detailing the level of involvement, field of expertise and estimated hours for each member of the team. (10 pts)
 - d) Describe what City staff support you anticipate for the project. (5 pts)
6. Project understanding, proposed approach, and methodology. Describe your approach to performing the contracted work. This should include the following:
- a) Type of services provided. Discuss your role and that of the other parties involved in the design, data gathering, data analysis, and recommendation process. State how many employees in each job and from among all affected. (15 pts)
 - b) Submit a sample report typical of what you have provided to other public sector employers. (10 pts)
 - c) Discuss your standard recommendation as to pay and benefits survey sampling size and benchmark selection criteria. What are your recommendation for this survey? How do you normally identify the organizations to participate in the compensation survey? (15 pts)
 - d) Describe your implementation plan, including the employee appeal process. (15 pts)
 - e) Discuss your project plan for this project outlining major tasks and responsibilities, time frames and staff assigned. (10 pts)
7. Summary of the proposer's fee statement.

The proposal will show the fee schedule. Express your fee in a lump sum not-to-exceed maximum amount and a separate price for the components of the work shown in Section 2A-Scope of Service and Section 2B-Alternate Proposal. (20 pts) Additionally,

- a) Indicate your expectations concerning reimbursement for travel, per diem expenses, photocopying, telephone lines or other incidental expenses. (5 pts)

- b) If additional work is required beyond the scope of this contract, how would those services be billed? This may include additional presentations, tasks added after the contract, or follow-up assistance as requested. (5 pts)

8. Project Time Schedule

Provide a detailed time schedule for the project. The time schedule provided shall also include appropriate meetings with key City staff at identified stages of the project to discuss results of the analysis, methodology, and to preview the final recommendation of the study. (5 pts)

Section 4. Information or Clarification

For questions relating to the scope of work, contact Human Resources Director Brian Butler at (205) 248-5230 or at bbutler@tuscaloosa.com. For information concerning procedures for responding to this Request for Proposal, contact Brian Butler also such contact is to be for clarification purposes only. Material changes, if any, to the scope of services, or proposal procedures will be transmitted by written addendum. It is preferred that all questions be submitted in writing.

Section 5. RFP Schedule

Request for Proposal issued – May 7, 2017

Proposal Due Date –June 21, 2017

Section 6. Other Considerations

1. Any proposals submitted after the time and date specified in this RFP will not be considered.
2. The City reserves the right to select the “lowest responsible bidder” as the best interest of City may require, to award the purchase contract from any of the proposals, to reject any and all proposals, and to waive any informalities in proposals received. Proposal will be good for sixty (60) days after being opened by the City of Tuscaloosa.
3. All materials submitted in response to the RFP become the property of the City of Tuscaloosa and will be returned only at the option of the City. The City has

the right to use any or all ideas presented in any response to the RFP whether amended or not, and selection or rejection of the proposal does not affect this right.

4. After initial review of the proposals, the City of Tuscaloosa may invite consultants for an interview to discuss the proposal and meet its representatives, particularly key personnel who would be assigned to the project. It is understood that the City shall entail no costs as a result of this interview, not bear any obligation in further consideration of the proposal.
5. The City Attorney will conduct contract negotiations with the proposer whose proposal is selected as most beneficial to the City in terms of both quality and cost. Until City Council acts formally to authorize the Mayor to enter into a contract with the project consultant, and until such contract is signed by parties, the City is legally obligated in no respect.
6. In the event that the City does not find any proposals submitted in response to this RFP acceptable, the City may, at its discretion, re-open the proposal process and invite additional firms to submit proposals.
7. The successful consultant must possess or obtain the appropriate business license to conduct business in the City of Tuscaloosa.
8. It is anticipated that the contract, if any, will be authorized within 45 days of the RFP deadline.
9. Equal Employment Opportunity: Consultant shall provide a written statement that it does not and will not discriminate against any person, employee, or applicant for employment, because of race, creed, color, religion, sex, national origin, ancestry, age or disability.
10. The successful consultant will be required to provide certificates of insurance showing that the vendor carries, or has in force, automobile liability insurance, general liability insurance, and worker's compensation insurance. Limits of liability for automobile insurance shall be, at minimum, \$500,000.00 combined single limit. Limits of liability for general liability insurance shall be, at a minimum \$500,000 per occurrence, \$500,000 personal and advertising injury, \$1,000,000 general aggregate and \$1,000,000 products/completed operations aggregate. Worker's compensation insurance shall provide statutory workers' compensation coverage and employers' liability coverage with limits of, at minimum, \$100,000

each accident, \$100,000 disease-each employee and \$500,000 accident, \$500,000 disease-policy limit.

The certificate of insurance shall provide the City with (30) days written notice of cancellation of any coverages named in said certificate and show the City of Tuscaloosa as additional insured under the general liability insurance coverage.

At the City's discretion, consultant may be required to have in force higher limits than amounts mentioned above and/or broader coverage than normally carried by the Vendor.

END RFP.