

Gila County, Arizona

REQUEST FOR PROPOSALS

Classification and Compensation Study

Proposals must be received by
4:30 pm MST, Tuesday, March 12, 2013

At

Gila County Human Resources Department
1400 E. Ash Street, Guerrero Building
Globe, Arizona 85501

This RFP is available on the Gila County web site at:
www.gilacountyaz.gov

Abstract of RFP

Proposal Due Date: March 12, 2013

Desired Services: Employee classification and compensation study for Gila County

Contract Award Date: April 16, 2013

Eligibility: Consultants who have the required expertise and are available for on-site work in Globe and Payson, Gila County, Arizona

REQUEST FOR PROPOSALS

CLASSIFICATION AND COMPENSATION STUDY

BACKGROUND

The County

Gila County is a 4,795 square mile rural county in central Arizona with a current population of 53,597. There are two major population centers in Gila County; one in mountainous pine country in the north and one in the rolling ranching and mining country in the south. Major industries in the county are copper mining, cattle ranching, timber and tourism. Please go to <http://www.gilacountyaz.gov/> for a complete picture of Gila County.

Administration

The three (3) member County Board of Supervisors, an Assessor, an Attorney, a Recorder, a School Superintendent, a Sheriff, and a Treasurer comprise the Executive Branch of Gila County Government and has oversight of their portion of the classification and compensation plan. A Presiding Superior Court Judge, a Superior Court Judge, a Court Clerk, two Justices of the Peace and two Constables comprise the Judicial Branch and has oversight of their portion of the plan. They are all elected to provide leadership and direction in the provision of county services with a work force of approximately 650 employees. (Attachment A – Organizational Chart) All positions have written job descriptions. The county has approximately 126 job classifications. (Attachment B – Compensation Job Title-Grade) The pay plan has 90 pay grades with 17 steps in each grade. (Attachment C – Compensation Grade-Step Finder) The most recent comprehensive classification and compensation study performed for the County was in 2006.

Purpose

The goal of the Gila County Classification and Compensation Study is to utilize an inclusive and transparent methodology to establish a classification and compensation structure that is consistent and fair in internal equity and external parity and is easy to administer over time. We wish to enhance Gila County's ability to attract, motivate, and retain quality employees to efficiently and cost-effectively deliver services and programs to the citizens of Gila County.

The objective of the Classification and Compensation Study is to provide a plan that: ensures positions performing similar work with essentially the same level of complexity, responsibility, knowledge, skills and abilities are classified together; recognizes the differences and similarities in positions irrespective of the branch of government or whether it is an elected official's office or an appointed department head's department; provides salaries commensurate with assigned duties; outlines promotional opportunities and provides recognizable compensation growth; provides justifiable pay differential between individual classes; recognizes differing work schedules and service needs; and continues to be current with changes in the consumer price index and relevant labor markets.

Current Classification and Compensation Plan

Employees are currently classified and compensated through a pay grade system implemented in FY 2006/2007. Pay grades were generally established based upon requirements for experience and education. Internal equity and external market considerations were also considered.

Reclassification requests and pay increase requests have been frozen for the last five (5) years. Prior to that the Human Resources Department evaluated and adjusted classifications and pay range assignments on a case-by-case basis, usually motivated by recruitment and/or retention difficulties or employees working beyond the scope of their current classifications.

Prior to 2007, the County's employees typically received across the board pay raises in accordance with budgetary considerations. However, since 2007 the across the board pay increases, performance-based pay increases, and merit-based pay increases have ceased.

The County's Performance Appraisal System is not currently linked to performance pay increases. Employees are evaluated based on a scale of 1 – 5 performance appraisal system that was implemented in 2011. (Attachments D1 – Supervisory/Administrative and D2 – Core Employee Forms)

SCOPE OF SERVICES

The consultant shall develop a proposal for a classification and compensation plan that is fair, equitable, and competitive with both public and private employers in the surrounding geographic market area from which the County recruits, and is supportive of the County's desire to be competitive with area markets in order to attract, motivate, and retain quality employees. The criteria used to determine competitiveness may vary depending upon the specific position.

Study Methodology

- 1) Create for County review and approval an employee interview instrument (EII) which may include a position description questionnaire (PDQ) to assist in the updating of existing job descriptions.
- 2) Develop for County review and approval a list of comparable private and public employers to be used in the salary survey.
- 3) Perform a salary survey including base pay, benefits and any variable pay utilizing the approved list of comparable employers.
- 4) Describe your proposed process to evaluate current pay grades considering issues such as: number of pay grades; proposed additions, deletions, and/or consolidations; broad-banding if deemed appropriate; and, appropriate spread between minimum and maximum of pay grades.
- 5) Describe your proposed process for communications with managers, supervisors, and employees during each step of the study. Include meetings with, and presentations to, employees and County elected officials, department directors and Human Resources departmental staff. Include your recommended procedure for employees who may want to make inquiries into your recommendations.

- 6) Describe your proposed on-site interactions with County employees during the data collection and review phase of the study; explain how you will involve all employees in the job analysis phase of the project in one manner or another, i.e. small groups, large groups, or one on one.
- 7) Describe your proposal for a minimum number and type of presentations of the Classification and Compensation Plan or portions thereof, to the Countywide Leadership Group and/or the Gila County Board of Supervisors.

Study Deliverables

- 1) Develop a classification plan that facilitates ongoing compensation analysis and reporting based on similarly-situated employees, similar skills, qualifications, responsibilities, certification, licenses or degrees and pay, using job family groupings and EEO job categories that compare with EEOC guidelines for government employers.
- 2) Recommend appropriate classification and pay grade assignments for all positions based upon internal county-wide equity and external parity.
- 3) Recommend a position titling structure (including supervisory/management) which defines consistent levels of responsibility across the organization.
- 4) Recommend criteria and propose a process for the assignment of exempt and non-exempt status in accordance with the Fair Labor Standards Act (FLSA).
- 5) Recommend an appropriate number of job descriptions and assist Gila County in updating and re-writing all job descriptions. Include wording/language consistent with Americans with Disabilities Act (ADA) requirements.
- 6) Propose a policy and procedure to address employees whose base pay exceeds the maximum of their pay range, if necessary.
- 7) Recommend alternative methods of implementing the new classification and compensation plan including placing all employees within the new plan. Provide the advantages, disadvantages, and the cost of each alternative.
- 8) Recommend classification and pay administration practices to include consideration of pay for performance and skill-based pay which may be suitable for specific classifications that support our recruitment and retention efforts.
- 9) Recommend pay administration policies including but not limited to: movement through grades, adjustments within pay grades, adjustments for additional duties (temporary or permanent), reclassifications, promotions, transfers, demotions, career ladders, etc.
- 10) Provide a manual (electronic) of instructions and training materials; provide actual training to Human Resources staff to administer the proposed classification and compensation system; if necessary, indicate technology required and the availability of software for that purpose.

- 11) Provide a process for on-going plan administration after implementation which will maintain the integrity of the plan. Include recommendations on annual pay grade market or cost of living adjustments.

The consultant may propose additional or alternative tasks deemed necessary to complete the above.

PROPOSAL INSTRUCTIONS

The Consultant, and any sub-consultants or sub-contractors, must present satisfactory evidence to the County indicating their ability to meet the scope of work detailed above within a reasonable time frame as determined jointly by the consultant and the County.

One unbound original and ten bound copies of the proposal must be received by Gila County Human Resources Department, 1400 E. Ash Street, Globe, AZ 85501 no later than 4:30 pm MST on Tuesday March 12, 2013. Be sure to indicate Class & Comp Study and due date on the outside of the submittal envelope.

The desired maximum length of the response to the sections below is twenty (20) pages. In addition, proposals may include attachments as appropriate (resumes, methodology documents, deliverable documents).

Clarity and economy of writing and presentation style will influence evaluation of the proposal.

After a consultant has been selected, Gila County expects to negotiate the details of work to be performed, rather than simply accept the proposal as written and incorporate it into the contract.

If negotiations fail for any reason, Gila County may choose to negotiate with others to obtain an appropriate contract for the needed services. Gila County is free to reject all proposals and not issue a contract at this time.

A contract will be negotiated with the successful proposer

Gila County will not reimburse any and all proposers, whether selected or not, for work and material required to submit a proposal in response to this Request For Proposals.

Proposal Format

- 1) Cover Letter

- 2) Table of Contents

- 3) Sections

- Section A – Introduction

This section will contain information about the consultant's experience and background. Please include complete information regarding experience with this type of service, number of years, specific Arizona experience, number of employees, etc.

- Section B – Qualifications

This section will contain qualifications of the consultant’s personnel. Please identify by name and title and submit resumes of the personnel who will be assigned to this study. These key personnel may not be changed without the County’s approval.

- Section C – References

This section will contain three (3) to five (5) public agency references including contact person, phone number, address, description of service performed, and date of service included.

- Section D - Methodology

This section will address each of the seven (7) items listed in the Study Methodology portion of this RFP. Please include any sample documents such as: questionnaires, surveys, sample comparators, or other proposed methodology materials.

- Section E – Deliverables

This section will address each of the eleven (11) items listed in the Study Deliverables portion of this RFP. Please include any sample documents such as: classification plans, titling structures, implementation methods or administration procedures.

- Section F – Timetable/Work Plan

This section will outline the proposed time table required for the Study Methodologies and Study Deliverables to be completed and implemented once notification to proceed has been issued. This section may logically be presented as Phases of the Study.

- Section G – Costs for Services

This section will outline the proposed cost for each, or logical groupings, of the Study Methodologies and the Study Deliverables. The cost proposal will be presented as Phases consistent with the Timetable/Work Plan above. At the end of each Phase, Gila County will have the option to continue to the next phase. At that time, the contractor will be asked to present a detailed budget for consideration by the county.

MISCELLANEOUS

Point of contact:

Don E. McDaniel, County Manager
1400 E. Ash Street
Globe, AZ 85501
Phone - 928.425.3231
Email – dmcDaniel@gilacountyaz.gov

Questions and Clarifications:

Gila County is providing an “Open Question” stage in the process to respond to all questions regarding this RFP. Please refer to the Schedule below for the specific dates of the beginning and ending of this stage. All questions must be received in writing (email ok) during this stage and will be

answered at the close of the stage by aggregating the questions and providing all of the questions and answers to all of the proposers without identifying the questioners. If you have no questions but would like to have the advantage of seeing all of the questions and answers, please furnish Gila County with a written "Intent To Submit" notice before the end date of the Open Question stage.

Public Disclosure:

All materials submitted in response to this RFP shall remain confidential until a contract has been awarded. Thereafter, the proposals and all attachments shall be public records.

Evaluation Factors: (in no particular order)

Responsiveness to RFP
Reasonableness and flexibility of contractual arrangements
Quality of technical proposal
Cost to perform the study
Willingness and demonstrated ability to work with Gila County staff and employees
Writing and presentation skills
Qualifications and experience
References

Anticipated Schedule:

- Board of Supervisors approves RFP and authorizes its release – January 22, 2013
- Release and Advertising stage in the process – January 22nd until February 22nd
- Open Question stage in the process – January 22nd until February 22nd at 5:00 pm MST
- Deadline for receipt of proposals –Tuesday, March 12, 2013 at 4:30 pm MST
- Finalists interviewed by the Consultant Selection Committee(CSC)– March 18th thru March 29th
- Contract legal review March 29ththru April 5th
- CSC presents recommended proposal to County Leadership Group–April 11th
- Board of Supervisors approves contract – April 16, 2013

Attachments:

A-Gila County Organizational Chart
B-Compensation Job Title-Grade
C-Compensation Grade-Step Finder
D1-Supervisory/Administrative Performance Appraisal Form
D2-Core Employee Performance Appraisal Form