

Memo
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Date: January 5, 2012
To: Interested Parties
From: Rick Smith, Township Manager
Re: Job Classification and Compensation Study and Analysis

Attached is a copy of the RFP for the above referenced study and analysis. If you have any questions please contact me.

Request For Proposals

For

Job Classification and Compensation Study and Analysis

Request Release Date: January 5, 2012

Due Date: January 31, 2012

I. Purpose of Request

The Township of East Goshen is seeking proposals from qualified consultants to conduct a comprehensive job classification and compensation study and analysis for Township employees.

The Township currently has 18 full time employees and 1 part time employee. The positions are currently designated into 17 different job classifications, which are ranked and a salary range for each position has been established. The compensation for each position is based on the job ranking and the relationship to selected benchmark positions at comparable municipalities.

The purpose of this study and analysis is to update as necessary all aspects of the current job classification and compensation plan in order to ensure that it is fair and competitive in the marketplace. The goal is to assure internal equity and external competitiveness in a fiscally responsible manner.

Options for other job classification and/or compensation plans may also be considered.

II. Scope of Services

The consultant shall perform or provide the following tasks:

Phase 1 - The consultant will review the current job descriptions, job ranking plan, salary ranges, compensation plan and performance evaluation plan and make recommendations as follows.

Job Descriptions

The consultant shall review the current job descriptions, evaluate all positions and create, modify and/or update job descriptions where necessary. The intention being that each job description accurately reflects the duties, skills, physical requirements, education requirements, etc. of a specific position.

Job Ranking Plan

The intention is to have a job ranking plan under which all existing job descriptions and any new job descriptions can be ranked objectively. The consultant shall review the job ranking plan and modify and/or update where necessary.

Salary Ranges

The consultant shall review the current salary range for each position. The consultant shall evaluate the present salary ranges as compared to the specific job market for comparable positions in the private and public sectors. There shall be a relationship between the job ranking plan and the salary ranges so that if a new job description is created, the salary range for the position can be established when the job is ranked. The consultant shall modify and/or update the salary range for each position where necessary.

Compensation Plan

The consultant shall review the current compensation plan. The consultant shall conduct a comprehensive compensation survey of the regional labor market that includes comparable positions in the public and private sector. The data used should be based on the wages in effect for the 2012 calendar year. The method in which to perform this analysis is to be determined by the consultant. The consultant shall make recommendations to the compensation plan where necessary.

Employee Performance Evaluation and Recognition

The consultant shall review the current employee performance evaluation and recognition plan. The consultant shall provide the Township with recommendations to modify and/or update the performance evaluation plan.

Phase 2 (at the Township's Option) – The Board of Supervisors, in their sole discretion shall determine whether or not to proceed with the tasks in Phase 2.

Implementation

Should the Township elect to implement one or more of the changes recommended by the consultant in Phase 1, the Township may elect to retain the services of the consultant to assist with implementation of the recommendations, and to conduct training meetings with selected Township staff and orientation meetings with the Township employees.

The consultant's responsibilities will include, without limitation: (1) conducting of onsite training sessions with selected employees regarding the implementation and management of the selected recommendations; and (2) preparation for, and the conducting of, three employee roll-out meetings on separate days within the same week.

III. Expected Deliverables

As a result of the analysis as identified in the above Scope of Services, the consultant is expected to present the following:

Phase 1

A written report outlining the findings related to the tasks listed in the Scope of Services. The report shall include the consultant's recommendations with supporting information in sufficient detail to evidence the basis for the final recommendation.

The consultant shall provide a listing of the potential benefits and drawbacks related to each recommendation, an explanation of the impact of the recommendations in a non union environment, and an explanation as to why the consultant has made such recommendation.

An operation manual suitable for inclusion in the Township Personnel Policy that provides the necessary documentation and other materials so the Township staff will be able to maintain the updated job classification and compensation plan independently of the consultant following implementation.

An outline of proposed implementation action steps, with recommended timing necessary to implement the recommendations. The action steps should be in sufficient detail as necessary to adopt the consultant's recommendations without requiring ongoing support from the consultant during implementation.

One copy of the draft and final reports should be provided in a three-ring binder. An additional copy of each report shall be provided electronically in a portable document format (PDF).

The consultant shall attend at least one meeting with the Board of Supervisors to review the draft report.

The report will not be considered finalized until formally accepted by the Board of Supervisors.

The consultant shall attend present the final report at a Board of Supervisors meeting.

Phase 2

Training materials as needed for the training sessions.

Orientation materials as need for the employee roll-out meetings.

IV. Qualifications

The Township is seeking experienced consultants to provide the services detailed in this RFP. Therefore, at minimum, respondents should possess and detail experience in the following areas to be considered qualified for the Project:

- Experience and expertise in analyzing municipal compensation and job classification plans, and identification of best practices.

- Knowledge of Federal and Pennsylvania laws and regulations governing compensation of municipal employees.
- Experience in analyzing, making and implementing recommendations in municipalities whose operations are not influenced by employee collective bargaining agreements.
- Demonstrated experience redesigning compensation and/or classification plans in a municipal setting, preferably within Pennsylvania.
- Experience conducting employee meetings or human resources staff training for the purpose of transitioning a municipality to a new or revised job classification and compensation plan is strongly preferred, but not required.

V. Township Resources

The Township will provide copies of all job descriptions, the job ranking plan, salary ranges, compensation plan, performance evaluation plan and other available in-house information that the successful consultant may require to complete the study.

VI. Materials to Submit

Interested firms must submit one copy (unbound) of their proposal to the Township Manager at East Goshen Township, 1580 Paoli Pike, West Chester, PA 19380, no later than 4:00 p.m., on January 31, 2012

Interested parties are solely responsible for ensuring that proposals are delivered on time. Proposals received after the due date and time will be returned unopened. The total number of pages in the submittal shall not exceed ten (10) pages. Economy of preparation and brevity are encouraged.

VII. Cost of Proposal

This request for proposal does not, under any circumstance, commit the Township to pay any costs incurred by any proposer in the submission of qualifications. The proposer is responsible for all costs associated with response to this request.

VIII. Proposal Disposition

All materials submitted in response to this request for information shall become the property of the Township upon delivery.

IX. Proposal Content

The total number of pages in the proposal shall not exceed 10 pages.

1. Introduction – On the cover sheet for the proposal, provide the official name, address, phone number, fax number of the organization or firm, the name of the principal contact person, and their e-mail address.

2. Experience and Qualifications –

- A brief description of the organization or firm

- A brief description of the experiences and qualifications of the proposed staff member(s) who will be performing the services
- A list of municipalities for which the consultant has conducted comprehensive classification and compensation studies (within the past five years)
- A list of three recent client references, including name, address, telephone and fax numbers, and email address.

2. Approach/Methods Used to Perform the Project – Detailed description of the methods by which the tasks set forth in the Scope of Services will be performed. The description shall include the following items:

- Proposer’s understanding of the services to be provided
- Methodology to be used for tasks in Phase 1
- Estimated time each Phase of the project will take.

3. Costs – A complete breakdown of all costs to perform the specific tasks outlined in the proposal (both Phase 1 and 2), including the maximized total cost. In addition, an hourly rate shall be provided in the event that additional training and/or consultation is required at the conclusion of Phases 1 and 2.

X. Evaluation Criteria

The following will be considered in the selection of a consultant:

- Relevant experience in similar-sized entities
- Qualifications
- Understanding of Township-related issues and employee relations
- Team compatibility, including the ability to work with Township staff based on references and other supporting information
- Unique resources the firm may bring regarding innovative techniques
- The professional reputation of the firm

The Township reserves the right to reject any or all proposals at any time with no penalty and to waive immaterial defects and minor irregularities in proposals. The evaluation and recommendation of proposals will be done by the Township Manager and the Board of Supervisors will be responsible for the final selection.

XI. Term

The duration of this consultant agreement has not yet been determined. The Township retains the right to extend the agreement upon mutual consideration of both parties for an additional two (2) year period in one (1) year increments.

XII. Discrimination

The Township does not discriminate on the basis of race, creed, color, ethnicity, national origin, sex, age or marital status.