



DATE: April 13, 2017
TO: Programs and Administration Committee
FROM: Pat Cabrera, Administrative Services Director
SUBJECT: Classification Review and Compensation Study

SUMMARY

At the April 13, 2017 Programs and Administration (P&A) Committee meeting, staff will recommend that the Committee approve the release of a Request for Proposal (RFP) for a classification review and compensation study for Authority employees.

DISCUSSION

As per the Human Resources Manual, the Agency is required to conduct a total compensation study periodically but no sooner than every three years to enable the Board to assess whether compensation remains consistent with the local employment market. The last compensation study was conducted in February of 2013.

The draft Request for Proposal (RFP) for Human Resources Consulting Services (Attachment A) outlines the requested services which includes a salary survey based on total compensation. The RFP also includes a classification review to ensure that employees are working in the proper job classification along with possible changes to the current classification system which relies heavily on program managers to one that provides more flexible staffing to support the changing needs of the organization.

Given the unique nature of the Agency’s work and staffing structure, finding similar positions and comparators can be challenging. Staff and the consultant selected to conduct the study will apprise the P&A Committee of recommended comparator agencies and positions prior to beginning the compensation portion of the study. A determination as to salary placement for fiscal year 18/19, in addition to the other services outlined in the RFP, would be discussed at the P&A Committee once the study is completed. Attachment B lists the firms that we’re sending the RFPs to and we are open to additional suggestions.

RECOMMENDATION

Staff recommends that the P&A Committee approve release of the attached RFP and direct staff and the selected consultant to meet with the P&A Committee to discuss the recommended comparator agencies and positions prior to beginning the salary survey portion of the study.

Attachment A: Request for Proposal for Human Resources Consulting Services
Attachment B: Partial RFP mailing/posting list



DRAFT Request For Proposal (RFP)
Human Resources Consulting Services
Classification Review and Salary Survey

I. The Agency

StopWaste is the Alameda County Waste Management Authority, Recycling Board, and Energy Council, an integrated public agency whose mission is to provide the most environmentally sound waste management program for the people of Alameda County. The Agency helps Alameda County businesses, residents and schools waste less, recycle more and use water, energy and other resources efficiently. For more information regarding our organization and program please visit our website: www.stopwaste.org

II. The Organizational Structure

The Agency's organizational structure is based on a project team approach for most activities. Unlike traditional public agencies, team members are assigned various levels of roles and responsibilities which are coordinated at the project team level. The team based approach has been in place for over fifteen years. However various modifications and refinements have been implemented over time to ensure accountability and to provide oversight and appropriate direction to the project teams. Decision making authority is distributed throughout the Agency. For example, a staff member may lead one project and at the same time fill a supporting role in another project.

The Agency's Board (comprised of seventeen elected officials) sets the programmatic direction and strategic areas of focus for the organization and the Executive Director (ED) is responsible to ensure its execution. The ED has final authority over all agency activities, both programmatic and administrative. In addition, the Administrative Services Director (ASD) is responsible for the financial, human resources, risk management, contract management, information technology, facilities management and general day to day operations of the organization. The selected consultant will work under the general direction of the ASD with periodic meetings with and direction from the ED.

As of FY 16/17 StopWaste has authorized staffing of 39 full time equivalent (FTE) positions and 8.5 FTEs of intermittent staffing (mostly interns). Not including the ED, ASD, and the Deputy Executive Director, over 70.0% of staffing is assigned to programmatic duties, primarily program managers of various levels, specialists and most intermittent positions. Administrative staff comprise the remainder of the Agency's work force.

In 2010 a comprehensive classification study and compensation review was conducted. New job descriptions were developed along with new classifications and salary ranges. Some salary ranges were tied to the labor market data using benchmark classifications. Internal salary alignments were used to

establish salary ranges where there were no clear benchmark comparisons. A compensation study using this same philosophy was conducted and implemented in 2013.

III. Services Required

The Agency is requesting a proposal for the services listed below. The scope of work has been divided into two components and the proposal should list a fee for each component and a total cost for both. It is the Agency's intent to contract with one firm for the entire scope of work. However, based on cost the Agency may choose to phase in this work.

A. Classification Review

It is not anticipated that the current job descriptions will require much change. However, there may be a need for some expansion of duties or clarification of roles to incorporate the work that is currently being performed. There are also some employees that are performing duties that do not fit well within the current job specification at which point new job descriptions may need to be developed. An example of a possible new job description and classification series would be the development of a Management Analyst series. In addition, the Agency is also interested in exploring a more simplified naming system for both the programmatic and administrative/analytical positions that will allow more flexibility for staff to fill different roles as part of their career development. As part of this proposal please discuss what method you would use to determine which if any of the job classifications and corresponding descriptions would need to be changed.

B. Salary Survey

A comprehensive salary survey is needed based on current and any proposed new or modified job classifications. The ED and ASD (with input from agency staff as needed) and the Board's Programs and Administrative (P&A) Committee will review and approve the consultant's proposed survey agencies and the specific comparable positions prior to commencement of the survey. The survey must include an analysis of similar jobs or similar required skills sets and duties in comparable organizations. In addition to market data, the Agency is interested in an internal equity review of positions, specifically a review and comparison of programmatic salary ranges to administrative/analytical salary ranges. Please discuss the methodology that you use for the survey, how you determine benchmark classifications, which benefits you use in the total compensation analysis and how you incorporate these benefits in the total compensation formula, how you address salary compaction issues and how you determine composite rates and final salary recommendations. For purposes of this study, the Agency requires that proposed salary ranges be determined by total compensation, and displayed at the median, 75th and 95th percentiles of the market for each position.

IV. Timeline

The desired deadline for completion of this project is early to mid-November 2017 for presentation to the P&A Committee in December 2017. In addition, the P&A Committee may wish to discuss the proposed comparable agencies and positions prior to commencement of the compensation survey; this meeting would tentatively occur in September 2017. Depending on the outcome of the December meeting, the results of the classification review, analysis of new positions and the salary survey will be forwarded to the Board for consideration and approval prior to the adoption of the FY 2018/19 budget.

The respondent should provide a schedule of tasks and meetings leading up to the completion of the project and indicate if the deadline is realistic and if not, explain why not.

V. Format of Response

Proposals must be submitted as follows: One (1) original and three (3) copies and must include the signed attachment titled: “**CONTRACT REQUIREMENTS AND STATEMENT OF ECONOMIC INTEREST.**” Copies are to be printed double sided on 8-1/2”x11” recycled content paper. Please do not submit plastic covers. Electronic submittals (no faxes) are preferred although proposals may also be mailed or hand delivered. All firms responding shall arrange the proposal in the following format:

1. A statement of experience conducting classification studies and compensation reviews, particularly with public sector entities and agencies with non-traditional organizational structures, and a list of references.
2. A brief overview of the manner in which the firm proposes to conduct the scope of work including a response to the concerns and issues outlined in the RFP and a timeline for specific deliverables leading up to completion of the project.
3. The fee for service broken out by the two categories of work as outlined in the RFP and a total for both. The responder shall also include the hourly fee which will be charged to the Agency for any additional services should these be required.
4. An appendix which contains a brief resume of the person or persons who will be performing the work, the projected number hours that person(s) will be assigned to the project and his/her hourly rate.

VI. General Conditions

This RFP does not commit nor obligate the Agency to fund any proposal received. The Agency reserves the right to cancel this RFP in whole or in part at its sole discretion, and/or to accept or reject any proposal received based upon the review of proposals to waive minor irregularities in submittal requirements, or to request modifications of the proposal. Each proposer understands in submitting their proposal that there will be no appeal process for proposals which are not accepted and that the decision of the Agency will be final. In addition, proposals submitted become the property of the Agency and will not be returned.

VII. Application Deadline and Instructions

Release of RFP.....	May 29, 2017
Proposals Due.....	July 14, 2017
<i>Proposals are due at 5:00 p.m. and will not be accepted after this time.</i>	
Interviews	week of July 24, 2017
Notification of Selected Contractor.....	week of August 7, 2017

Proposals should be emailed, mailed or hand delivered to:

StopWaste
1537 Webster St.
Oakland, CA 94612
Attention: Patricia Cabrera, Administrative Services Director

Please email responses and direct questions to pcabrera@stopwaste.org

Questions must be in writing (email preferred) and received no later than July 10, 2017. Questions and responses will be posted to the Stopwaste.org website. The source of the question (s) will remain confidential.

Fax responses will **not** be accepted

ATTACHMENT B

Partial RFP Mailing/Posting List

1. Agency Website
2. CPS HR Consulting
3. Ralph Andersen & Associates
4. Management Partners
5. Koff & Associates
6. Bryce Consulting
7. Public Sector Personnel Consultants
8. It's Personnel
9. Regional Government Services (RGS)