PimaCommunityCollege
Contracts&Purchasing

Proposal No. P20/10012   Compensation Classification Study / Implementation

Answers to Vendor Questions – Questions are in black, Answers are in red

1.   Question: How many unique positions are part of this project? I.E. – you may have one position title with multiple incumbents, that = one unique position.

    Answer: The College currently uses a Job Classification system. There approximately 135 job classifications – with 1185 incumbents – 47 Executives; 95 Mid-level Director or Manager level.

2.   Question: Is there a classification committee we'd be working with

    Answer: Yes

3.   Question: Is the expectation that we will be reporting along the way to boards of any kind? If so, how often and in person or by report?

    Answer: No. Reporting to HR or Groups of Employees. You may propose how often and what method.

4.   Question: In regard to compensation records; what is in paper form? And what is stored electronically?

    Answer: All compensations are stored electronically.

5.   Question: There are 5 campuses – is compensation centralized at the flagship campus, or will we be seeking and interacting with multiple compensation/HR/Administrative professionals?

    Answer: Compensation is centralized at the District office.

6.   Question: More detail on the expected phases of the contract – we will certainly recommend and provide a timeline, but anything that can be shared with regard to expectations will be of great help in resourcing and pricing the proposal.

    Answer: We expect an Initiation phase, Information collection phase, analysis phase, structure building, implementation phase, and closeout phase.

7.   Question: How many unions? What is their involvement, if any, in the project?

    Answer: 0

8. Question: Is there a dedicated project manager or PCC point person in HR for projects?

    Answer: Yes

9. Question: What is meant by career ladder creation? Is the expectation full cycle workforce planning?

    Answer: Creating several levels of progression for some positions.

10. Question: What is the expectation for rollout and training of HR staff, as well as, reclassifying existing employees?

    Answer: See question #6

11. Question: What has prompted the institution to pursue a change in its compensation program(s) (cost control, internal vs. external citation, employee feedback, reorganization / integration, etc.) Page 4 and 5

    Answer: Reorganization

12. Question: Is the development of a revised or new compensation philosophy statement an engagement deliverable? Page 4

    Answer: No

13. Question: Will a review and revision of current or development of new compensation policies be an engagement deliverable? Page 4

    Answer: Yes

14. Question: Is a custom survey of prevailing practices and pay rates an engagement deliverable? Page 5

    Answer: No – okay to use existing surveys

15. Question: To what extent will the institution expect assistance in writing job descriptions for resulting titles? Page 5

    Answer: See page 5 of RFP

16. Question: To what degree will the institution expect assistance in assigning individual employees to career levels? Page 5

    Answer: See page 5 of RFP – Greatest assistance proposed

17. **Current Program: The institution's current compensation plan seems to be based on broad bands and a job evaluation-equity or factor comparison tool**

17a.   Question: Can these be described in more detail? Page 4

        Answer: The College currently uses the Decision Band Method

17b.   Question: Is a market pricing philosophy to be implemented? Page 4

        Answer: Yes

17c.   Question: Is the current job equity tool to be discarded or replaced? If not, will it be utilized? Page 4

        Answer: Replaced

17d.   Question: If the current broad bands are to be discarded, is the institution prepared to eliminate the high-end salary opportunities that are implied by bands? Page 4

        Answer: Yes

18.   Question: How does the school define compensation equity? Page 4

        Answer: Not currently defined.

19.	Question: Does the school now have or intend to have socially based "pay equity" initiatives (pay parity, living wage)? Page 4 Answer: May be proposed.
20.	Question: Please explain how the institution currently or will define career ladders? Page 4 Answer: levels of competency
21.	Question: Is a career ladder to be a design feature for all jobs – including single-incumbent, management and highly paid professional positions? Page 4 Answer: Not all jobs – only where levels are evident from data collection. Excludes executive level.
22.	Question: Does the institution now have a career ladder for faculty? If so, can this be described? Page 4 Answer: Based on educational attainment.
23.	Question: Does faculty pay vary by discipline/school and market valuations? Page 4 Answer: No

24.	Question: Is / will faculty pay be supplemented? If so, can current practice be described? Page 4 Answer: Faculty pay may be supplemented for lead roles, reassigned time, special projects.
25.	Question: What's driving the need for this initiative(s) at this time? Answer: Reorganization
26.	Question: Is there an incumbent currently providing any of the services outlined in the scope of work? If so, could you identify? Answer: We have been managing this internally.
27.	Question: Has similar Planning initiative(s) been undertaken by Pima in the past? If yes, can you please provide details? Answer: Yes – 20 years ago. Details unavailable.
28.	Question: Is there a page limit for the response? Answer: No
29.	Question: Can you please provide guidance on Pima's anticipated on-site vs. off-site (team presence) staff expectations for the selected vendor? Answer: Expect presence at Project Initiation and at major milestones.
30.	Question: Certain parts of the RFP document are written in a manner which appears to reflect Pima's desire to engage a single consultant for this initiative, rather than a team. Can you please elaborate further on the desired level of engagement and advise? Answer: Consultant may be either single or a team. See question # 29.
31.	Question: Page 11, B,1, "b. Also provide private sector / corporate qualifications that we benchmark with for competitive employees."? Does the college want the respondents to provide a list of private sector/corporate clients we would use as a benchmark? Answer: Yes
32.	Question: Which group and/or department is the project sponsor for the initiative? Answer: HR

33.	Question: Can you please provide the anticipated timeline for the project(s) (e.g. project launch, and conclude the project)? RFP states that work must be completed within a 2-year time frame. Does the college see this work actually going on for more than 6 months?
	Answer: Timeline should be included in proposal. Could be months to up to 2 years.
34.	Question: Is there a specific event toward which this project(s) is targeted?
	Answer: No
35.	Question: Is there a preferred delivery time frame?
	Answer: No
36.	Question: Is there a preferred methodology the Pima team wants to follow for this project?
	Answer: No
37.	Question: Can you please provide additional information on the college's "compensation philosophy" (referenced Section 1, para1)?
	Answer: Currently being drafted.
38.	Question: Will the selected vendor have complete access to existing materials for reference?
	Answer: Yes. Except documents that may have confidential employee information.
39.	Question: Has the college allocated a budget allocated towards this projects(s)? Yes If yes, can you please share the estimated budget? No
40.	Question: What is the proposal pricing preference? Fixed Fee? Hourly, etc.
	Answer: Fixed fee – inclusive of all work/deliverables.
41.	Question: Section 2 Statement of Work 1) 2.2 Background (page 4). The RFP states there are 1,200 full-time employees and faculty. Are faculty included in the study?
	Answer: Yes.
42.	Question: Section 2 Statement of Work 2.2 Background (page 4). Can you tell us by employee category, how many employees there are and how many current job titles?

	Answer: The College currently uses a Job Classification system. There approximately 135 job classifications – with 1185 incumbents – 47 Executives; 95 Mid-level Director or Manager level.
43.	Question: Section 2 Statement of Work 2.5 (page 5) States would like the consultant to "gather data for each job family level." Does this mean the College would like to benchmark 100% of the jobs? If so, how many does the College currently have? Answer: The College would like to benchmark as many as possible. See question #42
44.	Question: Does the College have a budget for this project that it would be willing to share with us? Answer: See answer #39
45.	Question: Who is the incumbent compensation consultant, and how long has Pima County Community College District (College) been with the incumbent? Answer: See answer #26.
46.	Question: Is the incumbent invited to participate in this RFP process? Answer: See answer #26
47.	Question: What is the effective date of this engagement? Answer: Date of successful signing of the contract and issuing of purchase order
48.	Question: When was the last time a compensation review for the studied employees was put out for bid? Answer: Yes – 20 years ago. Details unavailable.
49	Question: What factors or concerns are driving issuing the RFP at this time? Answer: Reorganization. Desire to update.
50.	Question: What are your key priorities as you evaluate responses? Answer: See page 11 of RFP.
51.	Question: Which consulting firms/brokerages have received notice of this RFP? Answer: Unknown, we advertise thru Phoenix Gazette, Territorial newspaper and post to our web site.

52.	Question: How does the College define employee with respect to the scope of work? Which employee groups are included in the study? Answer: All employee groups are included. Employees are defined as Regular Full-time or Regular Part-time. Groups are Administrative Executive; Mid-level Director or Manager; Exempt; Non-Exempt Study includes Faculty and College Police.
53.	Question: Are executives included in the scope of work? Answer: Yes
54.	Question: Are faculty included in the scope of work? Are instructors included? Answer: Yes.
55.	Question: How many employees will be covered by the study? How many unique jobs, job titles, or job codes do employees in the studied roles represent? Answer: See answer #42
56.	Question: Could a list of current job titles for the study be provided? Answer: Current Job Classifications are listed on the public College web-site https://pima.edu/administrative-services/human-resources/classification-compensation/job-classifications.html
57.	Question: Does the College intend or desire to continue to use step-in-grade-salary structures, or are open ranges being considered for all studied employees/positions? Answer: Ranges are being considered.
58.	Question: Why have step progression plans been suspended? How have annual increases been allocated since the SPP's have been suspended? Answer: Step progressions were suspended due to restructure. We currently do not award annual increases.
59.	Question: Does the College currently participate in published salary surveys for compensation benchmarking? If so, which published salary survey titles does the College currently for the studied roles? Are the salary surveys purchased annually? Answer: Yes. Purchased annually. CUPA-HR Compdata ERI Arizona Milliman

60.	Question: At what intervals does the College HR/Compensation gather market data for employee positions? Answer: Annually.
61.	Question: When was the most recent comprehensive market analysis conducted for the studied positions? Answer: 2018
62.	Question: Does the College utilize a position description questionnaire (PDQ) or other tool to gather up-to-date job information today? If so, would the PDQ be acceptable for use in the study? If not, how does the College and/or HR/Compensation update job descriptions/position descriptions today? Answer: Yes. Would be acceptable.
63.	Question: Please provide an estimate of the number of new positions for which no existing job descriptions exist. Answer: Most – currently on classification based system.
64.	Question: What percent of current jobs or positions have a written position description? Answer: 0
65.	Question: How does the College HR/Compensation conduct job evaluation? That is, how do you determine the grade for a new position? Answer: The College currently uses the Decision Band Method
66.	Question: What are the most successful methods for communicating with employees regarding classification and compensation issues? Answer: Townhalls, workshops, in-person events supplemented by electronic communication.