

Murray County
and
Murray County Medical Center



Request for Proposals for:

*Employee Classification and
Compensation Study*

I. Purpose

A. Murray County (the County) and Murray County Medical Center (the Medical Center) are currently soliciting proposals from qualified consulting firms, experienced in the development of job evaluation and compensation systems. A Compensation/Classification Committee has been established to lead the County and the Medical Center in this project. The County and the Medical Center wish to hire a consultant to assist them with the following tasks:

1. Conducting a full market analysis of our current pay ranges/compensation package.
2. Reviewing the existing job evaluation and compensation system and making recommendations for improvements to the existing system or implementation of a new job evaluation and compensation system.
3. Recommending an action plan including completion of a comprehensive classification and compensation study of all employee classifications using either the current system or an entirely new system.

This action plan should specify how the study will be conducted including how input and involvement of staff will occur, what steps will be taken to ensure objectivity and impartiality, and how the market rates for similar jobs in the relevant market will be identified.

4. Develop an implementation plan that includes Board, department head and employee communication regarding results of the study and individual position classification assignments, and information on an appeal process and timelines.
 5. Reviewing and updating all position descriptions.
 6. Develop an appeal process for employees who do not agree with the classification allocation for their own position.
- B. All prospective consultants will be afforded full opportunity to submit statements of qualifications in response to this request and will not be discriminated against on the grounds of race, religion, color, national origin, age, sex, or disability in consideration for an award of any Contract entered into pursuant to this notice.
- C. This Request for Proposal (RFP) is an invitation by the County and the Medical Center for consultants to submit an offer, which may be subject to subsequent discussion. **It is not a request for competitive bids.** Submitting a proposal does not create any right in or expectation to a Contract with the County or the Medical Center. The County and the Medical Center reserve the right to reject any or all proposals. The County and the Medical Center further declare that they will incur no financial obligations for any costs by any company in preparation of their proposal.

II. Statement of Qualifications

To be considered, a consultant must be a full-service consulting firm with expertise in compensation structure analysis and maintenance and market pay analysis. The consultant must also be able to provide full support in the reclassification and classification of positions and have the tools available to train County and Medical Center staff in this process. The consultant should be able to demonstrate that its job evaluation and compensation system has been successfully implemented in at least three government entities, preferably within the State of Minnesota.

III. Criteria for Selection

Members of the Compensation/Classification Committee will evaluate each submitted proposal and shall recommend which three firms, if any who may be invited for an oral interview with the County Board. The County Board will approve the firm selected.

A. All proposals submitted will be evaluated using the following criteria:

1. Compliance with the RFP
2. Understanding of the project
3. Services to be provided
4. Type of job evaluation system(s) the firm is familiar with
5. Ease and method of post contract maintenance of the classification and compensation system
6. Ability to complete the work within the time specified
7. Qualifications of the firm, including but not limited to its experience and personnel assigned to the project and any subcontractors, if any
8. Professional references
9. Results or oral interview/presentation, if applicable
10. Cost

IV. Cost and Fee Arrangements

The consultant must provide a proposal with maximum cost for the project based on the project as described herein. To the extent desired, additional recommendations and services or options may be included as additions to the project on an optional basis. These optional items shall be priced separately from this Request for Proposal.

V. Murray County Background Information

A. Community Highlights - According to the 2010 census, Murray County has a population of 8,725. Murray County is located in southwest Minnesota. The County Seat is Slayton.

B. Employee Demographics - Murray County employs 87 regular employees.

A copy of the county organization chart can be found in Appendix "A." All union compensation is governed by contract, but historically has remained the same as the non-union pay scale.

There are a total of 29 union personnel under three (3) union contracts: Deputies as a Licensed LELS Unit and Jailer/Dispatchers in an AFSCME unit. The highway maintenance employees are in an AFSCME unit.

There are 52 current job classification descriptions. A copy of job titles may be found in Appendix "B".

Murray County Medical Center employs 141 regular employees: 56 full time; 46 part time, 17 casual, and 22 volunteer.

A copy of the Medical Center organization chart can be found in Appendix "C." All union compensation is governed by contract. All non-union compensation has been governed by market analysis.

There are a total of 31 union personnel under 2 union contracts: Nurses as MNA and maintenance engineer, outreach service coordinator, medical transcription, business office specialist, physical therapy aide, certified nursing assistant, unit coordinator, cook, dietary aide, and housekeeping as AFSCME.

There are 61 current job classification descriptions. A copy of job titles may be found in Appendix "D".

C. Existing Compensation System - Currently, both the County and the Medical Center uses Rod Kelsey to evaluate positions. This system has been in place since 2009. Both the County and the Medical Center have grade and step-based systems. When a position needs to be classified or reclassified, we hire Rod Kelsey to review the position.

i. Murray County

The County has a total of 22 grades, each of which has 10 steps. There is a 5% spread between each grade and a 2.25% spread between each step.

Each year the Board of Commissioners evaluates the budgetary ability to provide step increases and/or a Cost of Living Adjustment (COLA). Since the market study was implemented 2009, COLA increases have ranged from 0-3%. All steps and COLA's are effective on January 1st.

Performance reviews are conducted for all County employees. Satisfactory job performance is required in order to be considered for a step increase. All reviews are completed by December 10th.

ii. Murray County Medical Center

The Medical Center has a total of 39 grades, each of which have 10 steps. There is a 4.5% spread between each grade and a 2.75% spread between each step.

Each year, the Personnel Committee evaluates the budgetary ability to provide step increases and/or a Cost of Living Adjustment (COLA). Since the market study was implemented 2009, COLA increases have ranged from 0-3%. All steps and COLA's are effective on January 1st.

Performance reviews are conducted for all Medical Center employees. Satisfactory job performance is required in order to be considered for an increase. All reviews are due on or before December 31st.

VI. Overall Scope of Work

- A. *Communication Expectations* - The successful consultant will be required to meet with the Compensation/Classification at the initiation of each phase of the study and make oral presentations to the Committee at the conclusion of each phase. Additionally, any reports on the results of the study or recommendations during any part of the project will also be provided in writing. The Consultant will maintain ongoing and open communications with designated County and Medical Center representatives throughout the duration of the project. All products and recommendations must comply with applicable State and Federal laws and enhance the County's ability to obtain and retain qualified personnel.
- B. *Timetable for the Compensation Study* - Once a consultant has been identified and approved by the Board of Commissioners, market analysis and job evaluation/pay structure analysis should begin as soon as possible, but in any event no later than **February 1, 2017**. The market analysis and recommendations should be completed by, **August 1, 2017**. The entire project should be completed by **October 1, 2017**.

The committee is open to considering other timelines based on consultant resources or past experience. Any recommendations exceeding the preferred timeline need to be provided in detail in the consultant's proposal.

C. Scope of Services to be Provided

1. Conduct a full market analysis of the compensation, classification and benefit structure for the designated positions in Appendix B and Appendix D. The analysis should include specific comparables segmented locally, regionally, and statewide, by job market and/or description. This should include providing an action plan that specifies how the analysis will be conducted including: how input and involvement of staff will occur, what steps will be taken to ensure objectivity and impartiality, and how the market rates for similar jobs in the relevant market will be identified.
2. Determine the need for a new compensation and classification system or recommend improvements to the current system based on results from the market analysis that meets the requirements of the law, recognizes tenure, assures internal equity and external competitiveness, has the ability to be coordinated with current labor agreements, and incorporates the market conditions identified in the study.
3. Design an objective Performance Review Tool which best represents the recommended new pay system or the recommended improvements to the current system. The tool should be universal with the ability to add Department specific criteria. The consultant will also provide training on the proper use of this tool.
4. Design and recommend an implementation strategy for the updated compensation system with the lowest financial impact on the county operating process and greatest gain to positions that fall outside of a designated range. This plan may be implemented over multiple years.
5. Upon implementation of the compensation system, the consultant will provide training to all County and Medical Center staff on the utilization and maintenance of the system. Additionally, the consultant will provide the necessary documentation and other materials so the County and Medical Center will be able to maintain the system independent of the consultant following the implementation of the job evaluation/compensation plan.
6. The successful consultant must agree to comply with all federal, state, and local laws, ordinances, rules, regulations, and executive orders pertaining to unlawful discrimination on account of race, color, creed, national origin, sex, marital status, status with regard to public assistance, disability or age.

VII. Specification for Proposals

All proposals submitted in response to this request for proposals must contain the following information in the stated order:

1. Name, address, and telephone number of the firm.
2. Description of the firm (corporation, partnership, etc.) and year established.
3. Description of experience in developing and/or maintaining classification and compensation systems in governmental jurisdictions, particularly in County Government.
4. Name(s) of all partner(s), principal(s), and/or owner(s) of the firm.
5. Name and biography of all proposed consultants/facilitator(s).
6. Name, title, and business address of person responsible for submitting this proposal.
7. Copy of the most recent annual report.
8. Listing of proposed subcontractors, if any, and the scope of work they will perform.
9. Description of the scope of involvement of county staff.
10. Narrative proposal on what approach and techniques the consultant will use in identifying and evaluating information provided. Describe the process you use and submit the forms, questionnaires, and instruments used or proposed for use in this study.
11. Description of the type of job evaluation system(s) the firm is familiar with, including discussion of factors deemed necessary for successful implementation and maintenance.
12. Narrative proposal on scope of work as identified above.
13. An estimate of time required to complete the project and a proposed timeline of work tasks, including the date of final completion of the project.
14. A breakdown of the firm's rates, fees, and charges for services, by phase and for total project, and a proposed payment schedule.
15. Proposed contract terms.
16. A statement ensuring validity of the proposal for at least ninety (90) days.

17. At least three references, preferably other governmental units, including an individual contact name, name of organization, and phone number, the County may contact regarding projects of similar size and content as outlined in this request (both union and non-union wage and classification systems and implementation approaches).

VIII. Submission Requirements

For consideration to be given to any proposal submitted pursuant to this RFP, 10 sealed copies of the proposal materials must be submitted by 4:00 p.m. on November 21, 2016 to:

Aurora Heard
County Coordinator
2848 Broadway Ave.
PO Box 57
Slayton, MN 56172
Phone: 507-836-1148
Email: ahheard@co.murray.mn.us

All responses will be reviewed by the Murray County Compensation Committee. Proposals will not be considered for award if received after the official closing date and time.

IX. Other Proposal Understandings

- A. *Data Practices* – All proposals and any information provided in response to this RFP shall become the property of Murray County and after due consideration by the County, subject to the Minnesota Data Practices Act, M.S. Chapter 13. The Act provides that all data collected, created, received, maintained, or disseminated by the County shall be public unless otherwise classified and protected from disclosure by law. Pursuant to Minn. Stat. § 13.591, subd. 3(b), once a contract has been awarded as a result of this RFP, proposals will be available for viewing and/or reproduction (at requestor's expense). As a result, proposals should not include any information the consultant might regard as confidential or proprietary. Any statement of confidentiality made with regard to a proposal cannot be honored.
- B. *Addenda to the RFP* - If it becomes necessary to revise any part of this RFP, addenda will be supplied to all firms receiving this Request for Proposal.
- C. *Presentations* - Any consultant who submits a proposal may be required to make an on-site presentation of its capability to perform as described in its proposal to the County. Such a presentation will be at the consultant's expense and will provide an opportunity for the firm to clarify its proposal to ensure a thorough mutual understanding of its content. The Human Resources Department will schedule such presentation if deemed necessary.

- D. *News Releases* - News releases pertaining to this project shall not be made without prior written approval by the Compensation/Classification Committee.
- E. *Consultants Independence* – The successful consultant will be considered an independent contractor with respect to all services performed.
- F. *Indemnification* – The successful consultant agrees to defend, indemnify, and hold Murray County, its employees, and officials harmless from any claims, demands, actions, or causes of action, including reasonable attorney’s fees and expenses arising out of any act or omission on the part of the vendor, or its subcontractors, partners or independent contractors or any of their agents or employees in the performance of or with relation to any of the work or services to be performed or furnished by the consultant or the subcontractors, partners, or independent contractors or any of their agents or employees under the agreement.
- G. *Price Changes* - All prices shall be firm and not subject to increase.
- H. *Compliance with Laws* - Consultant shall comply with all federal, state, and local laws, ordinances and regulations applicable to the work. Consultant, at its own expense, shall secure all occupational and professional licenses and permits from public or private sources necessary for the fulfillment of its obligations in the proposal.
- I. *Modification or Withdrawal of Proposals* - Responses to this Request for Proposal (RFP) may be modified or withdrawn by written notice prior to the exact hour as specified for receipt of proposals. A proposal may be withdrawn in person by the consultant or its authorized representative prior to the exact hour and date set for receipt of proposal. Telephone withdrawals are not permitted.
- J. *Mistake in Proposals* - If the apparent best qualified consulting firm discovers a mistake in its proposal of a serious and significant nature which is unfavorable to it prior to the issuance of a purchase order or a Contract, it may request consideration be given to modifying or withdrawing the proposal. The mistake must be evident and provable. The County reserves the right to reject any and all requests for correction or withdrawal of proposal received after the hour and date shown in the specifications. In all cases, the decision of the Compensation/Classification is final.

**A MISTAKE IN A PROPOSAL CANNOT BE CONSIDERED
ONCE A CONTRACT IS ISSUED.**

- K. *Reservation of Rights* - Murray County reserves the right to:
 - 1. Accept or reject any and all proposals received in response to this RFP for any or no reason, and to re-advertise for new submittals.
 - 2. Waive or modify any irregularities in proposals received after prior notification to the consultant.

3. Request the submission of proposal modifications at any time before the award is made, if such request is in the best interest in the County.
4. Consider proposals or modifications received at any time before the award is made, if such is in the best interest of the County.
5. Request clarification and/or additional information from the consultant during the evaluation process. Said clarification or additional information shall be provided within two working days and shall be provided in writing.
6. Utilize any and all ideas submitted in the proposals received unless those ideas are covered by legal patent or proprietary rights and the patent of those rights is indicated by the consultant.
7. Proposals will become the property of Murray County.
8. In the event of Contract termination, enter into Contract negotiations with other qualified firms that submitted acceptable proposals, rather than redoing the proposal process for the project.
9. Negotiate with the selected consultant to include further services not identified in this RFP.
10. To negotiate with one or more respondents.