

Allen County Public Library

Request for Proposal

Consultant Services: Classification and Compensation Study

Submission Due Date/Time:

September 14, 2018

5:00 PM EDT

Allen County Public Library
Kendra Samulak, Human Resources Manager
900 Library Plaza
Fort Wayne, IN 46802

Released 08/15/2018

The Allen County Public library (the “ACPL”), solicits proposals from experienced and qualified firms and individuals (referred to as “Proposers”) in response to this Request for Proposals (“RFP”) to provide an employee classification and compensation study and as required related services.

1. Background

The ACPL was founded in 1895 and consists of a Main Library, thirteen (13) branches and a Technical Services/Data Center within the city of Fort Wayne and throughout Allen County, Indiana. The ACPL serves over 356,000 residents with an extensive collection of books, reference materials, periodicals, government documents, compact discs, DVDs, and other media. In addition, the Library provides a broad range of programs and services, designed to enrich the community through lifelong learning and discovery.

The Library is budgeted for approximately 400 employees, 300 FTE.

Existing Compensation System:

The existing compensation system has been in place since 1986 when a consultant reviewed the practices for pay and analysis of jobs and determined the current system. The Library has two pay structures, one non-management that includes nineteen (19) different grades and one supervisory and management that includes eleven (11) different grades. Jobs are currently analyzed based on a point system which determines the grade that the position is placed in. Annually, the ACPL completes its own library salary survey from a sample of libraries that are similar to ACPL. That information along with other salary surveys of local and non-profit data is analyzed to determine grade or salary changes that will help keep the library competitive. The pay structures have been added to throughout the years and ranges adjusted based on this information. Annually, the Library Board approves an across the board percentage increase for eligible staff.

2. Scope Of Services

The ACPL is seeking an experienced and qualified firm or individuals to provide a comprehensive classification and compensation study and as required related services. The successful proposer shall assist the Library in developing a plan that will keep ACPL competitive in the marketplace, while retaining and recruiting quality employees.

Service 1: Classification Study

To achieve a credible classification system that ensures positions performing similar work with like levels of complexity, responsibility, knowledge skills and abilities are classified together, the following services are required:

1. Review organizational charts and current position descriptions.
2. Develop appropriate data collection instrument(s) for gathering information on all position descriptions including staff interviews and job audits where necessary.
3. Recommend Job Evaluation methodology that addresses internal relationships of job classes. Identify factors that reflect the value of different kinds of work and do not have a discriminatory effect by race, creed, color, sex, age, national origin, religion, sexual orientation, gender identify, marital status or mental or physical disability.
4. Apply the selected methodology to the job classes and develop a classification structure.
5. Educate appropriate Library staff on the methodology used to create the methodology to ensure proper implementation and future application including reclassification process or development of new classifications.
6. Develop or revise position descriptions to ensure full compliance with the requirement of the Americans with Disability Act and reflect the appropriate FLSA status and uniformly reflect essential job functions, minimum qualifications working conditions, and special responsibilities.
7. In conjunction with designated Library staff, design and develop a communication plan regarding the classification study to inform and educate internal stakeholders including periodic updates on progress and direction.
8. Prepare final report with recommendations for a classification system that is affordable, sustainable, competitive and innovative.
9. Determine the costs to implement the study, including an implementation timetable.
10. Present findings and recommendations to the Senior Management team and/or Board of Trustees.

Service 2: Compensation Study

To achieve the scope of work objectives, information from the classification study along with applicable Personnel Policies and Procedures will be reviewed to complete the following required services:

1. Conduct a comprehensive analysis of the Library's current compensation program and identify opportunities including but not limited to recruitment, retention, salary compression and equity, and propose implementation methods to improve.
2. Develop and conduct an external assessment/compensation survey evaluating benchmark positions by comparing actual job content and duties to comparable positions in other like organizations.
3. Develop a report analyzing the results of the data from the internal and external assessments. This report should compare the Library's salary structure as it relates to other like organizations – a market competitive analysis, and other observations resulting from the review including equity adjustments.
4. Create a salary structure.

5. In conjunction with designated Library staff, design and develop a communication plan regarding the compensation study to inform and educate internal stakeholders including periodic updates on progress and direction.
6. Prepare final report with recommendations for a system that is affordable, sustainable, competitive and innovative.
7. Determine implementation costs to implement the study including an implementation timetable.
8. Present findings and recommendations to the Senior Management team and/or Board of Trustees.

3. Proposal Requirements

Questions regarding this RFP are to be submitted in writing by 12:00 p.m. Monday, August 27, 2018 to: Kendra Samulak, Human Resources Manager, at ksamulak@acpl.info.

Question and clarification emails must include the words "RFP question" in the subject line so that they are properly addressed.

Responses to questions will be compiled and posted in the form of an addendum on the Library's website – www.acpl.info – by 5:00 p.m. on Friday, August 31, 2018.

Proposers must submit eight (8) copies and one electronic copy of their proposal containing the following items:

- a. Provide a description of your company's qualifications, credentials, experience and resources as they relate to consultation in the areas of job analysis and compensation.
- b. Provide copies of resumes of all staff that will be assigned to the study, including training and/or experience in the areas of job analysis and compensation.
- c. Provide an overall description of the methodology you intend to use in conducting the study. Include a scheduled timeframe for completion of project no later than end of first quarter 2019.
- d. Provide a list of three (3) similar projects and services your company has performed within the last 10 years with the names, addresses and phone numbers of clients for whom work was done, placing particular emphasis on services provided to libraries.
- e. Provide a detailed cost estimate for completing the services included in the Scope of Services section. Provide firm costs, including a list of itemized expenses to accomplish this study. Include a payment schedule and terms.

Proposals are due no later than **5:00 p.m. on September 14, 2018**. Each submitted package should be marked clearly on its exterior that it is in response to Classification and Compensation Study RFP. All proposals should be addressed as follows:

Allen County Public Library
Attn: Kendra Samulak, Human Resources Manager
900 Library Plaza
Fort Wayne, IN 46802

The Library will not consider any proposal received after the Proposal Due Date.

NOTE: A proposal missing any component of the deliverables listed above may be disqualified or have points deducted in the evaluation process.

4. Evaluation Process

Proposal Review Schedule

- Questions regarding the RFP will be accepted in writing through 12:00 PM EDT on Monday, August 27, 2018.
- Responses to questions will be posted on the Library’s website by 5:00 PM EDT Friday, August 31, 2018.
- Proposals are due no later than 5:00 PM EDT Friday, September 14, 2018.
- The finalist may be invited to make a brief presentation to the Library Board at a date to be determined.
- A contract will be awarded by October 1, 2018.
- Project will begin by October 2, 2018.
- Target completion date by end of first quarter 2019.
- The Library reserves the right to deviate from this schedule.

Rating Criteria

Specific criteria that will be used when evaluating proposal for this project include:

<u>Experience and Capability</u> – evaluated on past performance as reflected by evaluation of the Library and other previous clients of the Proposer with respect to such factors as quality of work, success in controlling costs and success in meeting deadlines.	40%
<u>Cost</u> – cost will be an important consideration in the selection, although it will not be the sole determining factor.	30%
<u>Approach</u> – understanding of the scope of work, how well the proposal addresses the project requirements, and the completeness and innovation evident in the approach to the project and proposed work.	20%
<u>Other Value-Added Tools and Services</u> – evaluated on the inclusion of other related information that will produce a better product	10%

All responsive proposals will be evaluated, ranked and rated according to the criteria above. The Library may select a short list of the highest ranked to hold additional discussions. The Library may select one or more top-scoring proposal for further evaluation. This phase of the evaluation might be comprised of brief in-person presentations to the Library Board and/or senior management team.

The contract will be awarded to the respondent determined by the ACPL to be in the best interest of the Library, and who best meets or exceeds the Library's criteria. The Library reserves the right to reject any or all proposals or to waive any details in proposals received whenever such rejection or waiver is in the best interest of the Library. The Library also reserves the right to reject the RFP of a respondent who has previously failed to satisfactorily perform, has not completed contracts on time, or whom, upon investigation, shows is not in a position to perform the contract.

5. Request for Proposal Standards

Cost of preparation. Costs incurred in the preparation of a response to this Request for Proposal are the responsibility of the respondent and will not be reimbursed by the ACPL.

Cancellation. The ACPL reserves the right to cancel award of the contract any time before execution of the contract by both parties if cancellation is deemed to be in the Library's best interest. In no event shall the Library have any liability for the cancellation of award. The respondent assumes the sole risk and responsibility for all expenses connected with the preparation of this proposal. ACPL reserves the right to reject any or all responses to this Request for Proposals.

Assignment. Neither the resultant contract nor any of the requirements, rights, or privileges demanded by it may be sold, assigned, contracted, or transferred by the respondent without the express written consent of the Library.

Clarification of Responses. The Library reserves the right to obtain clarification of any point in a respondent's proposal or to obtain additional information necessary to properly evaluate a particular proposal. Failure to respond to such a request from the Library or its agent for additional information or clarification could result in rejection of that proposal.

The RFP will be posted on the ACPL website: www.acpl.info, posted to the Library Consultants Directory <http://www.libraryconsultants.org/> and distributed to individual consultants.