



Shelby County Tennessee

Mark H. Luttrell, Jr., Mayor

Questions & Answers

Issued: June 8, 2016

RFQ #16-005-80 Job Classification Pay Study (Shelby County Human Resources)

TO ALL PROSPECTIVE BIDDERS:

The following questions were submitted by potential vendors. The answers are listed in **red** below:

1. Section A of the RFQ does not specify as to whether the survey and analysis is intended to include all job classifications or a subset of existing classifications. Please clarify.
Approximately 400 job classifications covering 3500 employees to be studied; classifications to be excluded will be made in advance of project start.
2. If the survey and analysis is intended to include all job classifications and titles, please indicate the number of classifications.
Approximately 400 job classifications covering 3500 employees to be studied; classifications to be excluded will be made in advance of project start.
3. If the survey and analysis is intended to include all job classifications and titles, is it the County's intent that the selected consultant do this all at the same time or in phases?
It is the County's desire to have the project completed by November 1, 2016. However, final project scheduling and timeline will be determined during contract negotiations.
4. If the scope of work is intended to only include a subset of existing classifications, please provide (a) the number of classifications; (b) the number of employees within those classifications; and (c) the number of County departments and agencies with employees in those classifications.
Approximately 400 job classifications covering 3500 employees to be studied; classifications to be excluded will be made in advance of project start.

5. The RFQ states that the pay survey and analysis will be compared to "selected government geographic markets." Please indicate whether the County has identified the comparator markets or the desired number of comparator markets.
5-6 markets – southeastern region of the country.
Five markets have been identified (Nashville, Charlotte, Jacksonville, Birmingham, and Louisville)
6. When was the last time that the County conducted a similar job classification pay study? Were the prior studies inclusive of all employees or limited to certain classifications and/or departments?
Completed internally in 2006; 18 month project
7. What is the County's goal for completion of the job classification pay study?
It is the County's desire to have the project completed by November 1, 2016.
However, final project scheduling and timeline will be determined during contract negotiations.
8. What is the County's budget for completion of the job classification pay study?
Cost estimates are not requested; fees are subject to negotiation of project deliverables.
9. The title of the project as described in the RFQ is a Job Classification Pay Study, however it appears in the scope of work that only a compensation review is being requested. Can you elaborate on what (if any) work the County anticipates on the classification system?
Pay study results may identify the need for future activities not included in the scope of this project.
10. Based on the scope of work, it seems that the County anticipates only a market comparison of its salaries and select benefit offerings and not the development of new pay structure/structures. Is this accurate?
That is accurate.
11. What is the County's desired schedule for completion?
It is the County's desire to have the project completed by November 1, 2016.
However, final project scheduling and timeline will be determined during contract negotiations.
12. Are you requesting any cost information at all for this RFQ?
No
13. How many employees would be included within the scope of the project?
Approximately 400 job classifications covering 3500 employees to be studied; classifications to be excluded will be made in advance of project start.

14. How many job classifications would be included within the scope of the project?
Approximately 400 job classifications covering 3500 employees to be studied; classifications to be excluded will be made in advance of project start.
15. Are you seeking a market survey only, or will the evaluation of positions and incumbents through job analysis be within the scope of the project?
Job analysis of current County incumbents is not part of this project.
16. Are you anticipating employee involvement that would include the completion of job questionnaires to document job duties?
No
17. Are you seeking an evaluation of job classifications based on a system of job evaluation, such as a point factor method?
No
18. How many benchmark positions do you anticipate would be established for the market survey?
Approximately 400 job classifications covering 3500 employees to be studied; classifications to be excluded will be made in advance of project start.
19. How many target agencies do you anticipate would be established for the market survey?
5-6 markets – southeastern region of the country.
20. Under B, Experience, you request reference information for projects completed in the last five years. Our firm is highly active and has completed scores of projects in that period. May we provide the listing of clients and samples of reference information (such as names and addresses)?
Yes
21. Under B, Personnel, you request resumes of staff, which may extend to 10 pages plus. May we provide summaries of the backgrounds of project staff?
Yes
22. Are current job descriptions in good, moderate, or less than desired shape?
Good
23. Who would serve as the County's project manager?
Human Resources Administrator
24. Will there be a need for a strategic communications plan to augment findings?
No

25. Will there be a single point of contact for gathering information from departments for job descriptions and compensation practices or will the vendor selected need to coordinate across multiple departments?
General guidance will be provided and coordinated by the Shelby County Human Resources Department. Specific contact will come from the Human Resources Administrator
26. Will the organizational charts be updated and coincide with the job descriptions for the compensation analysis?
Organization charts will be available, if needed
27. How many departments will this market survey cover?
There are 45 departments with varying unique positions in each relating to the department's business purpose/mission.
28. How many unique positions will be reviewed for the comp project?
Approximately 400 job classifications covering 3500 employees to be studied; classifications to be excluded will be made in advance of project start.
29. What level of resources can you dedicate to partner with vendor to review work/make suggestions/approvals?
General guidance will be provided and coordinated by the Shelby County Human Resources Department. Specific contact will come from the Human Resources Administrator
30. What is your expected due date for the survey reports to be produced? Best case and drop-dead date?
It is the County's desire to have the project completed by November 1, 2016. However, final project scheduling and timeline will be determined during contract negotiations.
31. Will this work also include a Financial Impact Analysis? any particular methods you are expecting us to use? Types of expected reports?
Consultant is requested to forecast any anticipated annual pay increase projections based on study results. Types of reports and methodology rest with the consultant's experience and expertise.
32. What will be the timing for budget cycles and how many contingencies or scenarios do you expect the consulting firm to run?
Not part of the scope of this project
33. In addition to Health, retirement, social security, what other benefits will be included for this review; to arrive at total benefit percentage.
No other benefits to be included.

34. Will all the job descriptions be maintained and organized into a single depository to be provided to the consultant?
Yes
35. Are the job descriptions current?
Yes
36. If the job descriptions are not current, will the consultant be expected to update them for a proper job analysis?
N/A
37. Is there a single HR system that maintains: Job descriptions, compensation data, performance management, performance reviews, sick leave, holidays, vacation, etc. and will consultant have some level of access to this system?
Several systems maintain the referenced records. For security reasons, direct access to any system will have to be determined based on need. Data retrieval from any system can be provided through the Human Resources department coordinator for the project.
38. How is the FLSA status maintained and incorporated into employee's records?
N/A
39. How will the recent FLSA changes affect this work? What are the expectations of a consultant in FLSA updating and analysis.
N/A
40. What are the ongoing union contract directives regarding hourly classifications, pay, overtime and classifications?
That information will be made available to the selected contractor.
41. Will the consultant be required to analyze current union contracts and use these in relation to the work?
No
42. How many MOUs for union contracts should be analyzed and how many positions do these cover?
6
43. Please identify the market(s) to be surveyed.
5-6 markets – southeastern region of the country.
44. Please identify contacts in each market.
The contractor has the responsibility to identify contacts in other markets.

45. If the survey data does not provide the necessary information, may other national resources can be used to augment our findings? (Alternative Data Sources)
The contractor has the responsibility of insuring data reliability and relatedness.
46. If markets and not yet identifiable, please indicate desired number of government entities to be surveyed for the market study?
5-6 markets – southeastern region of the country

