



Request for Proposals

to provide

Employee Compensation Assessment

Due Date – Proposal Submissions

March 10, 2016 by 4:00 p.m.

Questions Due by

February 11, 2016 by 4:00 p.m.

RFP-16104

Solicited by:
Department of Administration and Finance
Division of Contracting and Procurement
1400 East College Drive
Cheyenne, WY 82007

January 29, 2016

I. Proposal Overview

A. Solicitation Intent. Laramie County Community College (LCCC) desires to obtain professional consultant services for the development of updated or new compensation models for the four primary employee classification groups at the College:

1. Faculty (Full-time provisional and continuing contract)
2. Administrators
3. Professional Staff
4. Classified Staff

B. The College desires a compensation model that meets the following objectives:

1. Externally competitive – Salary/wage alignment with a defined market;
2. Internally equitable - Job alignment within job family and college-wide;
3. Readily updated – Market sources and data available;
4. Easily understood – system is not complex; and
5. Fiscally responsible – Equitable salary adjustments within established budget.

C. These overarching goals are further delineated through the following policy statements:

1. The Board of Trustees desires LCCC to be an employer of choice among job seekers within the community, state, and region. More fully defined, this means the Board desires an organizational atmosphere where current and potential employees are attracted to the work for the College because of competitive salaries/wages, unsurpassed benefits, an engaging workplace environment and compelling, meaningful work.

2. The Board of Trustees expects a systematic processes for how the College determines and maintains appropriate compensation for the institution's employees. The College should be proactive in understanding current and necessary future impacts to LCCC's financial standing in order to sustain an effective compensation model.

3. The Board of Trustees believes compensation should be fair. To that end, the Board expects the College to implement a compensation model that establishes salary and wages falling within the range of defined job markets, and aspiring to be placed at minimum at the median salary/wage with those markets. In addition, the Board expects relative equity in compensation between similarly situated employees.

4. Where appropriate, the Board believes that extraordinary efforts of employees should be rewarded. These efforts would be defined as contributions above and beyond what is expected of individual employee's primary job responsibilities that lead to substantially assist the College in meeting its mission, vision, or strategic goals.

D. The College also recognizes that to best utilize available market data, its employee job families and/or titles must align with common job family and titling nomenclature. Thus, the College also desires a review and modification to the current titling and job family naming mechanisms.

E. Overview

LCCC is requesting proposals for the review and updating of the current compensation system used by the College for all full-time and part-time exempt and non-exempt employees (faculty, administrators, professional, and classified staff). The selected vendor shall work closely with College leadership to research and develop compensation models that meet the objectives of the Board of Trustees' compensation policy. The vendor shall provide recommendations for placement protocols, define appropriate markets for various job families/position, and make recommendations for alignment of

primary job titles to commonly used titles in the marketplace and Higher Education. The selected vendor shall work closely with various individuals and groups at the College to review current job families and position titles, and make recommendations for changes to both as deemed necessary.

F. Services Required. LCCC is seeking a vendor to work with the Executive Director of Human Resources, and upon her recommendations, with other members of the College's executive team (the President's Cabinet), and a cross-sectional committee of employees, to develop a comprehensive compensation system that will be established in College Administrative Procedure aligned to the Board of Trustee's Policy. The following services and deliverables are required:

1. TITLING AND HIERARCHY -

- a.** Review College organizational structure and provide hierarchy of functions and positions. Develop a system of job family and titling conventions/guidelines.
- b.** Review all current position descriptions, the College's job families, and develop recommended career band structure, staff titles by bands, and pay ranges for band and levels.
- c.** Provide definitions for each job family and titling convention.

2. SALARY AND WAGES -

- a.** Identify/define appropriate employment markets for each employee classification group (faculty, administrators, professional, and classified staff). Identify the primary data source(s) to be used to establish market benchmarks/comparators.
- b.** Develop protocols for determining placement of specific employees in specific positions within the defined salary/wage ranges. Protocols should establish equitable new hire and job change (promotion and demotion) salary/wage calculation procedures. Develop a protocol for pay changes based on annual increases, market adjustments, substantial changes in job duties, or temporary assignments.
- c.** Develop a methodology for placement of new hires and reassigned employees. Clearly define experience by providing definitions of directly related, closely related, or somewhat related experience. Provide a formula to calculate part-time experience. Salary ranges should have adequate capacity to accommodate all positions. Consider floor and ceiling of ranges to encompass unique positions. Incorporate some flexibility for unique situations or conditions.
- d.** Make recommendations for the updating of the various compensation models created and their markets to include frequency and process for the updates.
- e.** Develop a Compensation Manual for the College to use and communicate the system (models, protocols, etc.) associated with this project.
- f.** Review salaries/wages of all employees for equity and compression issues, as well as any unconscious biases/disparate impact that may be in the compensation plan.
- g.** Based on this review, recommend strategies for addressing any identified equity or compression issues, prioritizing immediate needs as well as recommendations for how to maintain internal equity and market competitiveness over time.

3. CLASSIFICATION -

- a.** Recommend salary/wage ranges for the different employee classification groups based on the defined markets and accompanying data, and guided by the Board of Trustee's goals and objectives.

b. Develop an objective system/protocols for the classification of positions, and the placement of positions within the appropriate salary/wage ranges developed for each classification. Classification should include: Scope and Effect, Supervision, Financial Authority, Decision Making Authority, Independent Judgment, Communication Requirements, Level of Effort, etc.

4. POSITION DESCRIPTIONS -

a. Make recommendations for changes to current positions to ensure proper placement of all job descriptions within the appropriate job family and with the appropriate title.

b. Develop protocols for managers to propose position reviews to existing positions (annual and ad hoc) that could be tested for changes to classification job family, title, and salary/wage calculations. Address who initiates the request and outline the process and timeline.

5. IMPLEMENTATION -

a. Develop communication and implementation plans and timelines. Working with the Executive Director of HR, the selected consultant will develop a detailed outline for implementation of the new system and changes to job families/titles, and develop training and informational vehicles for the ongoing administration and maintenance of the system.

b. Evaluate technology systems to determine if there are specific requirements or recommendations in terms of technology or technology-related resources needed to effectively implement your compensation tools/system (e.g., proprietary technology hardware or software)

c. Develop protocols for an annual analyses of individual employees, position groups, or all employees to determine what budgetary resources may be needed to make adjustments in compensation. These protocols should include both market comparators, internal equity and compression issues, and cost of living adjustment considerations.

6. CONSULTING SUPPORT – Describe in detail the answers to the following questions:

a. Please describe your service model(s) for providing ongoing product and consulting support.

b. How do you measure quality of service?

c. Describe your proposed project management structure, organization, and implementation approach.

d. Do you offer training materials that we are able to tailor and format for our internal use?

e. What support do you provide in terms of product upgrades, progression through versions, etc.?

f. How will you support the implementation of the compensation system you provide in order to ensure acceptance amongst those who will be asked to use it?

II. Submission of Proposals

- A. Participating firms shall submit one (1) original proposal and twelve (12) copies to the address below. Proposals shall have no more than twenty-five (25) pages (single-sided). **All submittals must be received no later than 4:00 p.m. (prevailing local time) on March 10, 2016.** Proposals shall be sent or delivered to:

Jamie Spezzano
Director, Contracting and Procurement
Laramie County Community College
Administration/Finance AM-108
1400 East College Drive
Cheyenne, WY 82007
Office: (307) 778-1280

1. Proposal submissions may be hand delivered, mailed, or sent via courier; LCCC will not accept a faxed or emailed proposal. Each respondent is solely responsible for the timely delivery of its proposal by the deadline prescribed above. LCCC will not be responsible for lack of timely delivery regardless of the reason. Failure to meet the submission deadline will result in removal from consideration.
 - a. Minority business enterprises will be afforded full opportunity to submit a proposal and will not be subject to discrimination on the grounds of race, creed, national origin, sex, or handicap in consideration for an award.
- B. Selection of the successful firm will be based upon their demonstration of expertise and relevant experience. Vendors responding to this RFP are instructed to adequately respond to requirements as requested in each tab (tabbed sections are requested as indicated below). As you respond to all items of information requested, please clearly describe how your experience and education applies to this project; be clear and concise.
 1. **TAB 1: Cover Letter**

The cover letter should be considered an executive summary of your proposal. The cover letter should include the estimated amount of time that will be required to deliver the completed project as request.
 2. **TAB 2: Experience and Qualifications**

Define your firm's experience and years in business. Include resumes of key personnel that will be involved in the work.
 3. **TAB 3: References**

Provide three (3) references with information to include: company name, contact person, address, phone number and email address.
 4. **TAB 4: Scope of Work**

The firm's proposed scope of work, which, at a minimum, must include detail on the firm's approach the services requested to develop a comprehensive compensation system (detailed in Section I, Subsection F):

 - Titling and Hierarchy
 - Salary and Wages
 - Classification
 - Position Descriptions
 - Implementation
 - Consulting Support
 5. **TAB 5: Cost Proposal**

Provide a cost breakdown for each assessment tool requested:

 - Titling and hierarchy
 - Salary and wages

- Classification
 - Position descriptions
 - Implementation
 - Consulting support
- C. LCCC shall review all submissions and will select the firm which in LCCC's determination, is the most qualified to complete the work. LCCC reserves the right to negotiate with successful Proposer any required changes and/or modifications to this RFP prior to signature of Agreement, if deemed in the best interest of LCCC to obtain the objectives and intent of this RFP, including, but not limited to, budget compliance, scope of work modification, additions and/or deletions.
- D. LCCC reserves the right to reject any or all proposals, including without limitation, if they are, in its' sole discretion judged unacceptable, non-responsive, non-conforming, conditional, to waive any technical or formal defect therein, to accept or reject any part of any proposal.
- E. All proposals, including attachments, supplementary material, etc. shall become, upon submission to LCCC, the property of LCCC, and will not be returned to the firm.
- F. LCCC reserves the right to request an oral/onsite presentation after all proposals are reviewed.

III. Questions

- A. All inquiries, matters, issues, questions, answers, comments and/or clarifications concerning this RFP shall be directed to the following individual, and shall be done via e-mail to:
1. For matters pertaining to this RFP Document, contact:
 - Jamie Spezzano, Director of Contracting & Procurement
 - 1400 East College Drive
 - Cheyenne, WY 82007
 - Phone: (307) 778-1280
 - Fax: (307) 778-4300
 - E-mail: jspezzano@lccc.wy.edu
 2. All matters, issues, questions, answers, comments, and/or clarifications concerning this RFP shall be submitted no later than **February 11, 2016 at 4:00 p.m. MST** and may be emailed, mailed, faxed, or hand-delivered.
 3. All matters, issues, questions, answers, comments, and/or clarifications that alter, modify, or change the original RFP intent or language will be addressed formally via a written RFP Addenda. Information gathered by respondents through verbal conversations, phone conversations, e-mails and fax transmittals will NOT be considered formal information and should NOT be used for proposal preparation.

IV. Estimated Project Schedule

Issue Request for Proposal	January 29, 2016
Deadline for Questions & Answers	February 11, 2016
Answers to Questions by LCCC	February 17, 2016
Proposals Due	March 10, 2016
Notice of Award	Week of April 4, 2016
Begin Contract Work	July 1, 2016

III. General Requirements

A. Acceptance of Submissions

The College reserves the right to accept or reject any or all submissions received as a result of this solicitation if they are judged to be unacceptable, non-responsive, non-conforming, or conditional; to waive minor irregularities; or to negotiate with any respondent, in any manner necessary, to serve the best interests of the College.

B. Conflict of Interest

The undersigned firm certifies, under penalty of perjury, that to the best of their knowledge and belief, no member of the firm has a direct or indirect interest, financial or otherwise, in the award of this Proposal or in the services to which the Proposal relates. **Additionally, the firm shall identify whether any conflict of interest or known potential conflict exists regarding the future relationship between the College and your firm.**

C. Firm Representation

Firm's, by the act of submitting their proposal, represent that: They have read and understand the RFP document and their submittal is made in accordance therewith; They have familiarized themselves with the local conditions under which the work will be done to their satisfaction; and their submittal is based upon the requirements described in the RFP without exception.

D. Form of Contract

The College uses a standard contract for these services and award is contingent upon available funding and approval of this RFP. LCCC reserves the right to negotiate with the firm or entity who proposal best meets the needs of the College.

E. Incurred Expenses

Any costs incurred by the respondent in preparing and submitting a response to this solicitation will be the sole responsibility of the respondent and will not be reimbursed by the College.

F. Non-Collusion

The undersigned firm hereby certifies that is, its officers, partners, representatives, agents, or employees has not in any way colluded, conspired, or agreed, directly or indirectly, with any other firm, potential firm or person, in connection with this RFP, to submit a collusive proposal, or to secure through any unlawful act an advantage over other firms or the College.

G. Property of the College

Submitted Proposals and any other information submitted by respondents in response to this RFP shall become the property of the College. Such proposals, as property of the College, are subject to public disclosure as prescribed by Wyoming Statutes. Proprietary information must be clearly identified in writing and will be protected to the extent allowable by Wyoming Law and College Policy.

H. Public Information

All information, except that classified as confidential and/or proprietary, will become public information at the time that the Proposal is awarded in accordance with applicable sections of the federal "Freedom of Information Act (FOIA) and Wyoming State Statutes §16-4-201.

I. Respondent Inquiries

To ensure uniformity and consistency, strict rules shall apply to the communication process throughout the RFP process, therefore all questions and inquiries concerning this solicitation shall be submitted in writing, either as a signed original, legible facsimile, or electronic mail

transmission. Oral questions and inquiries will not be allowed nor responded to. Questions and inquiries for this RFP shall be directed to:

Jamie Spezzano
Director, Contracting and Procurement
Laramie County Community College
1400 East College Drive, Cheyenne WY 82007
E-mail: jspezzano@lccc.wy.edu

J. Submission of Proposals

It is the responsibility of the proposer to carefully examine this RFP and be familiar with all of the requirements, stipulations, provisions and conditions of the RFP project. All changes, additions, alterations, or clarifications shall be done so via a written instrument known as an Addendum. Oral or telephone interpretations shall not be binding on the College.