Request for Proposal for Organization Job Classification and Compensation Study

Introduction
The National Marine Sanctuary Foundation is requesting proposals for consulting services to conduct an organization-wide job classification and compensation study.

Background Information
The Foundation is a leading voice for U.S. protected waters – national marine sanctuaries and marine national monuments. We work with communities to conserve and expand these treasured places for a healthy ocean, coasts, and Great Lakes. Working together, we safeguard species and the places they call home and preserve America's maritime history. We work closely with the National Oceanic and Atmospheric Administration on projects and activities that advance U.S. ocean conservation and public outreach. The Foundation employs over 60 people in Silver Spring, MD, and across the United States. The majority of the Foundation's staff work remotely and are responsible for executing projects and activities associated with Federal awards.

Goals and Objectives
We seek a consultant to work with us on a Job Classification and Compensation Study to address changes and growth in Foundation operations and staffing.

The Foundation's objectives are to:

1. assess the capacity of our current staffing levels to meet current workloads (i.e., who is overcapacity, who has the capacity for additional work, what tasks are unassigned or not covered effectively, etc.)
2. recruit and retain qualified employees;
3. ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together;
4. provide salaries commensurate with assigned duties;
5. clearly outline promotional opportunities and provide recognizable compensation growth;
6. provide justifiable pay differential between individual classes; and,
7. maintain a competitive position with other comparable government entities and private employers within the same geographic areas.

All work should regularly involve the Vice President of Operations and Director of Finance, and department heads, and other key personnel as necessary. The consultant will provide regular presentations and meetings with these individuals or groups, incorporating their input into the
process. The Foundation expects the consultant to give presentations to the President and CEO upon mid-term and at the completion of the project.

The study shall evaluate the present salary structure compared to the specific job market for comparable positions in the nonprofit sector based on geographic area. The consultant shall perform or provide the following.

A. Scope of Services

1. Assess the capacity of the Foundation's staffing levels to meet current workloads (i.e., who is overcapacity, who has the capacity for additional work, what tasks are unassigned or not covered effectively, etc.)

2. Provide a comprehensive evaluation of every job within the Foundation to determine relative worth within the organization for internal equity and establish pay ranges and step progressions within the ranges.

3. Review all current job classifications, confirm, and recommend changes to the hierarchical order of jobs using your evaluation system.

4. Establish appropriate benchmarking standards and conduct salary surveys as needed for similar positions with comparable nonprofits as required.

5. Identify potential pay compression issues and provide possible solutions.

6. Analyze and recommend changes to the present compensation structure to meet market analysis.

B. Information Meetings

1. Consultant to schedule an initial meeting with President and CEO, Vice President and Director of Finance to discuss the process and tasks to be performed in the study to include a reasonable dedication of key personnel.

2. Consultant to meet with department heads to explain study and process to be used.

3. Consultant to provide frequent updates to Vice President of Operations.
C. Resource Utilization Report

1. Consultant to conduct a resource utilization study to evaluate employees' workload and identify positions that are over capacity and those under-utilized.

2. Consultant to identify opportunities to realign work or increase efficiencies through automation or processes.

3. Consultant to develop/recommend an electronic tool that Foundation staff can use to assess resource utilization and decision-making on projects.

D. Classification Study

1. Consultant to review current classification grade methodology and propose recommended strategies.

2. Consultant to conduct interviews and/or job audits as appropriate. Interviews and/or job audits may be performed individually or in groups based upon the classification.

3. Consultant to update job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, minimum qualifications (education/experience and knowledge/skills/abilities), working conditions (physical demands, work environment, and travel requirements), and certification/licenses/registrations requirements for classification as needed.


5. Consultant to present proposed recommendations to the Vice President for review before making any final classification determinations.

6. Consultant to determine class specifications and recommend appropriate classification for each employee, including correcting identified discrepancies between existing and proposed classifications.

7. Consultant to identify career ladders/promotional opportunities as deemed appropriate.

8. Consultant to submit recommendations for appropriate implementation measures that the Human Resources staff will need to take.

9. Consultant to provide a straightforward, easily understood maintenance system that HR will use to keep the classification system current and equitable. The classification system should be delivered in an electronic medium. Maintenance should include annual
activities and the process we would use in the review of the classification of individual jobs, as needed, including the addition of new positions as the Foundation grows its staff.

10. Consultant to conduct a comprehensive training program for operations staff to ensure that the staff can explain and administer the new system in the future. The training program should be spelled out in the proposal.

E. Compensation Study

1. Consultant to review current compensation plan (salary grade levels and steps) and understand current challenges in recruiting and retaining employees.
2. Consultant to recommend and identify a consistent and competitive market position that the Foundation can strive to maintain.
3. Consultant to recommend comparable labor markets, including both private and public sector employers, for compensation survey.
4. Consultant to develop and conduct a comprehensive compensation and benefits survey,
5. Consultant to recommend appropriate salary range for each position based on the classification plan, the compensation survey results, and the internal relationships and equality. Prepare a new salary structure based on the results of the survey and best practices.
6. Consultant to develop guidelines to assist Foundation with determining the starting pay for new employees based on knowledge and experience above the minimum requirements of the position, how difficult the position is to fill, and market competitiveness.
7. Consultant to recommend implementation strategies, including calculating the cost of implementing the plan.
8. Consultant to identify any extreme current individual or group compensation inequities and provide a recommended corrective action plan and process to remedy these situations.
9. Consultant to provide system documentation and computer formats/software to administer compensation plan.
10. Consultant to provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan.
11. Consultant to conduct a comprehensive training program for operations staff to ensure that the staff can explain and administer the new system in the future. The training program should be spelled out in the proposal.

The Foundation will provide copies of all pay ranges, job classifications, and any other available in-house information requested by the selected consultant that may be required to complete the study.
Proposal Format and Requirements
Responses to sections A-I below should not exceed ten pages in length.

A. Agents and Address
Identify who will be the project manager and key staff assigned if awarded. Provide resumes summarizing the qualifications and experience of the individuals who will be conducting the study. Include specific information on the staff’s experience with nonprofit compensation. Describe successful outcomes

B. Statement of Methods and Procedures
Please provide a statement describing the scope of work as you understand it. Describe the approach, means, methods, and procedures used to gather the data, analyze findings, and develop recommendations as requested. Provide a sample of reports and/or other correspondence.

C. Management Synopsis
Provide a synopsis prepared for management review, covering the significant features of the proposal, including overall costs and term of work.

D. Structure and Content of Work Product
Provide a detailed breakdown and description of the specific steps, services, and study products provided. Describe how the final product will be structured and presented upon completion. Include any computer/software compatibility information.

E. Work Schedule
Provide a timeline indicating tasks required and the start and completion dates for each. It is expected that the work will commence as soon as possible after the contract is awarded.

F. References
Include the name, address, telephone number, and email address for contact persons at five (5) other entities for which comparable services have recently been rendered.

G. Cost of Services
Provide a total cost estimate and "not to exceed" amount for the work described in the scope of work and a rate schedule for computing any extra work not specified in the contracted scope of work. The cost estimate should include a breakdown of the expenses that equal the total cost estimate.
H. Final Product

Provide the final report, tables, schedules, job descriptions, charts, spreadsheets, salary surveys, and other materials necessary for implementing and maintaining the compensation/classification system in an electronic medium.

I. Other

The classification and compensation system to be recommended as responses to this RFP must adhere to the following essential elements and characteristics: (a) the system must meet all legal requirements, (b) be nondiscriminatory and provide for compliance with all applicable federal, state, and local requirements (e.g., ADA, FLSA, EEO, etc.).

1. The system must be easy for management to administer, maintain, and defend.

2. The system must easily accommodate organizational changes and growth.

3. The system should be based on sound compensation principles in which internal and external equity are considered within the pay structure and the concepts of equal pay for equal work, equal pay for similar work, and equal pay for comparable work.

4. The system should provide for new positions to be incorporated into the compensation plan and regular adjustments to maintain the plan's competitiveness.

Questions
Questions about this document should be submitted via email to Allison Alexander at allison@marinesanctuary.org.

Criteria and Selection
Proposals will be evaluated using the following criteria:

- Quality and thoughtfulness of the proposal. 25%
- Related experience of the firm and key staff with similar studies. 25%
- References, credentials, and/or recommendations from past clients. 20%
- Costs associated with developing, preparing, and presenting the study. 30%

The Foundation will pose initial questions on proposals by email and request a video-conference interview of top candidates before making a final selection. Video-call interviews are conducted on mutually agreeable dates between September 13-17.
Submittals
All proposals must be delivered to the Foundation no later than Friday, September 3 at 11:59pm ET via email at rfp@marinesanctuary.org. Please include the RFP title and company's name in the subject line. For example, "Job classification and compensation study _ Company Name."

The Foundation reserves the right to reject any or all proposals at any time with no penalty and to waive immaterial defects and minor irregularities in proposals.

Foundation personnel will evaluate proposals. The duration of this consultant agreement has not been determined.

The Foundation does not discriminate on the basis of race, creed, color, ethnicity, national origin, sex, age, or marital status.