



Thames Valley Council for Community Action, Inc.

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Thames Valley Council for Community Action, Inc. (TVCCA)

Request for Proposals: Contractor to Provide Compensation Consulting Services

Release Date: August 30, 2018

1. SUMMARY

Thames Valley Council for Community Action, Inc. (TVCCA) is requesting proposals from compensation firms to conduct a study to review compensation levels at TVCCA to determine its level of competitiveness with similar organizations in the current labor market.

2. BACKGROUND AND GOALS

TVCCA is a non-profit community action agency providing human services in Eastern Connecticut, offering a number of services including early childhood education, meals to seniors (Meals on Wheels), and many other services.

TVCCA employs roughly 350 full-time and part-time employees who focus on a wide variety of programs, tasks and initiatives within the organization. Employees at TVCCA come from diverse backgrounds and sector experience. More information about the organizational structure at TVCCA can be found at www.tvcca.org. The vendor selected by TVCCA will be provided with more detailed information upon request.

TVCCA is having increasing difficulty hiring and retaining employees in various jobs and due to labor market competitiveness with the improving economy. As a result, it is critical for TVCCA to evaluate the current pay/salary range structure, our ability to attract and retain employees, our process to establish pay rates for new hires and our internal salary equity.

Please contact Janine Dunn (Senior Director of Human Resources), for all questions at jdunn@tvcca.org or 860-425-6501. For emailed questions, "Compensation Consulting Services" should appear in the subject line.

2.1 ESTIMATED TIMELINE OF BID PROCESS

Release of RFP	August 30, 2018
Proposals Due	September 27, 2018 at noon EST
Anticipated Notification of Award	October 19, 2018
Anticipated Start Date	November 1, 2018

3. PERFORMANCE AND CONTRACT SPECIFICATIONS

3.1 SCOPE OF WORK

The selected compensation firm will conduct a study to investigate compensation levels at TVCCA to determine whether they are competitive in the current labor market.

The selected compensation firm will be required to establish a work plan that includes tasks, deliverables and deadlines. At a minimum, the firm will discuss the work of TVCCA and its compensation philosophies and concerns with the TVCCA Working Group (the “Working Group”), which consists of a small number of the organization’s human resources and management teams.

Compensation Study

The firm will need to investigate the current compensation provided to TVCCA staff and compare them to similar organizations in multiple sectors (public, private, etc.). The study should include comparisons to other non-profit agencies. The firm will conduct an assessment of factors and metrics that it agrees, in consultation with the Working Group, are appropriate for establishing compensation. The Working Group will be prepared to assist with questions regarding organizational structure and with matching TVCCA positions with similar external positions for comparison.

TVCCA is looking to establish total compensation levels that are:

- Appropriate for the nature, size and uniqueness of TVCCA.
- Fair in providing compensation and recognition to employees while also aligned, to the extent possible and appropriate, with other comparable non-profit agencies.
- Competitive to ensure that the positions remain motivating, and attractive (within the constraints of a non-profit system) for staff with a combination of public and private sector experience.

- Consistent with state guidelines and recommendations.

The chosen firm will provide data-based solutions for the following:

- Determining labor market competitiveness
- Updating the existing salary structure inclusive of market pricing and job grade placement
- Salary competitive analysis detailing a survey “competitive range” which will be compared to the TVCCA salary range and actual salaries to determine appropriate market positioning
- Recommended and approved salary adjustments based on labor market and internal value (performance) positioning, if necessary, and available funding
- Senior management approval of salary adjustments and salary decision-making protocol (hiring salaries/internal salary equity) for implementation.

Process/Methodology to include:

- Review of labor market competitiveness (salary range and actual salary competitiveness)
- Analysis of internal salary equity (salary placement based on performance, internal value and experience)
- Design and implementation of salary setting protocol (Salary Administration Guidelines)
- Presentation to Senior Management Team on salary competitiveness, potential market adjustments and amended salary setting process

Estimated Schedule and Budget

To meet the timeline described below, the firm will meet with the Working Group as needed to understand the organizational structure and current compensation policies. It is anticipated that the compensation study will be completed by December 31, 2018.

3.2 ANTICIPATED TIMELINE OF CONTRACT

A final contract is subject to successful negotiation of a final budget and scope of services. TVCCA’s selection of a Contractor pursuant to this RFP does not mean that TVCCA accepts all aspects of the proposal, modifications to which may be requested and agreed to during contract negotiations. It is anticipated that the contract will commence in November 2018 and continue for a period of up to 60 days. The contract will be reviewed during its course, and may be extended at the sole discretion of TVCCA.

TVCCA reserves the right to reject any application without further review if an application seeks exceptions but does not detail and justify proposed changes.

4. PROPOSAL AND REVIEW PROCESS

4.1 PROPOSAL REQUIREMENTS

It is strongly preferred that the entire Proposal is no longer than ten (10) pages in length.

Information required for the Proposal includes the following:

- **Statement of Qualifications:** All responses must include a statement of qualifications, experience and description of the applicant firm and project leaders. Please describe the applicant's current and historical expertise in providing the services identified in the RFP. Please provide an example of at least one similar, successful development and implementation of a compensation study. Respondents to this solicitation must have experience with executive and organization compensation reports and surveys, analysis of total compensation packages, competitive analysis, and establishing compensation philosophies. Respondents must have some experience with establishing appropriate compensation levels in both private and public settings.
- **Proposed Work Plan & Budget:** Using the Scope of Work provided above, submit a proposed work plan (the "Proposed Work Plan") including timeline and budget per item. Budgets should show staff time and other expenses as separate line items. If the Applicant does not anticipate being able to meet this deadline, please provide a date the Applicant expects to be able to deliver the product. Please also include a plan for hosting sensitive documents and information.
- **References (One Page):** All responses must include reference contacts from at least three clients of the firm, and preferably clients who have utilized the firm on matters related to the services identified in this RFP. Please provide a description of the services provided.
- **Rate sheet submission (One Page):** Please include the rates and titles of all team members working on this project.

Applicants must also include the following attachments:

Proposal Cover Sheet & Authorized Applicant's Signature and Acceptance Form

It is the sole responsibility of the applicant to ensure that its Proposal is complete and properly submitted. At its discretion, TVCCA may request supplemental materials from the applicant and such materials must be submitted within five (5) days of the request or the Proposal may be rejected without further review.

The completed Proposal and all other documentation should be submitted to Janine Dunn at jdunn@tvcca.org. Please send the minimum number of files possible. "Compensation Consulting Services" must appear in the email subject line.

Proposals must be received no later than September 27, 2018 at noon EST.

5. GENERAL CONDITIONS

This RFP does not commit TVCCA to award any funds, pay any costs incurred in preparing an application, or procure or contract for services or supplies. TVCCA reserves the right to accept or reject any or all applications received, negotiate with all qualified applicants, cancel or modify the RFP in part or in its entirety, or change the application guidelines, when it is in its best interests.

It is the sole responsibility of the Applicant to ensure that its Proposal is complete and properly submitted. At its discretion, TVCCA may request supplemental materials from the Applicant and such materials must be submitted within five (5) days of the request or the Proposal may be rejected without further review.

The completed Proposal and all other documentation should be submitted to Janine Dunn at jdunn@tvcca.org. "Compensation Consultant Services" must appear in the email subject line.

Completed Proposals must be received no later than September 27, 2018 at noon EST.

**ATTACHMENT A – AUTHORIZED APPLICANT’S SIGNATURE AND
ACCEPTANCE FORM**

Applicant Name (as shown on your income tax return)
Applicant Business Name, if different than above
Applicant Address (number, street, apt. or suite no., city, state and ZIP)
Applicant Main Contact(s) Purpose of Proposal (name, title, phone and email; include address if different than above)

The undersigned is a duly authorized representative of the applicant listed below. The applicant has read and understands the RFP requirements. The undersigned acknowledges that all of the terms and conditions of the RFP are mandatory.

The applicant acknowledges and agrees that TVCCA has no obligation, and retains the sole discretion to fund or choose not to fund the application set forth herein, and that TVCCA’s receipt of the application does not imply any promise of funding at any time.

The applicant understands that, if selected by TVCCA pursuant to this RFP, the applicant will detail and execute a contract that outlines the respective roles and responsibilities of the parties.

I certify that the statements made in this application, including all attachments and exhibits, are true and correct to the best of my knowledge.

Applicant: _____
(Printed Name of Applicant)

By: _____
(Signature of Applicant or Authorized Representative)

Title: _____

Date: _____