



REQUEST FOR PROPOSAL (RFP)

RFP-443 Comprehensive Classification and Compensation Study

Addendum #1

To provide answers to questions received

Bidders must include the attached **Addendum Acknowledgement** with their technical proposal.

Addendum Issue Date: 10-24-24

SUBMITTAL DUE DATE AND TIME:

One (1) **original technical and cost proposal** plus one (1) convenience copy, as well as an electronic copy (submitted on a USB drive) to:

Monica J. Cochran
Director of Procurement
Fairmont State University
Hardway Hall Room 305
1201 Locust Avenue
Fairmont, WV 26554
Fax: (304) 367-4706

The outside of the envelope or package(s) for both the technical and the cost proposal should be clearly marked:

REQ/RFP #: RFP-443
Opening Date: **November 5, 2024**
Opening Time: 3:00 p.m.

Late submittals will not be accepted. Proposals will be accepted until the time and date specified.

ADDENDUM ACKNOWLEDGMENT: (must be included with your technical proposal)

I hereby acknowledge receipt of the following checked addendum(s) and have made the necessary revisions to my proposal.

Addendum Nos.:

No. 1 _____

No. 2 _____

No. 3 _____

No. 4 _____

No. 5 _____

I understand that failure to confirm the receipt of the addendum(s) is cause for rejection of bids.

_____Signature

_____Company

PRE-BID MEETING QUESTIONS 10/16/2024

1. When we talk about equity and compression, is part of the desire not just to have a review of compression and internal equity, but also a fully scaled statistical analysis of pay equity? Just so that we know in terms of how we respond – when we think about internal equity, that is one bucket of work, while a multi-tier regression analysis for pay equity based on organizational demographics might be a different thing.

When we use the term 'inequity', it is much more about internal inequity. For example, two directors in two different parts of the institution who have comparable responsibilities and similar qualifications are earning wildly different salaries. That said, when we use the term benchmarking, that is how we are referring to the external (particularly West Virginia state market analysis). We realize this is difficult to do if you don't have standard classification categories, which is why we would start with one and then move to the other again for those numbers.

For the second part of your question – yes, we must accomplish both. We do have internal inequity issues on campus. But we do need to become more competitive as an institution when compared to the market. So, if you plan to use a regression analysis based on the demographic variables of Fairmont State to try to predict what the salaries may be or what range they may fall into – that is what we are looking for as well. We will caution however, in the state of West Virginia, it is most certainly going to be in the lower end of your confidence interval when it comes to regression analysis.

2. We talked about two different roles in different parts of the organization that are similarly situated but they have slightly different duties. University wide, approximately how many unique roles do you have? [clarification – asking about both staff and faculty, with the understanding faculty is typically more straightforward]

We have around 360-380 full-time employees here. We do have examples such as what you are saying – when there are similar jobs but based on content, one may demand higher pay. We are comfortable with that as long as our structure can give us enough of a decision-making matrix that when we go to post a director or associate professor position, we have confidence of what the range of that pay should be. Even if the range is large (a Director of IT is going to demand more money than a Director of Student Affairs) - if we have a consistency in our structure for classification and compensation, we believe that it'll help us accomplish our goals of eliminating compression and being more competitive on the marketplace. We have approximately 85 unique positions.

3. On the staff side, regarding updates to job descriptions, are you anticipating the need for any job content questionnaires that need to go to incumbents? How up to date are your present job descriptions?

Half of our present job descriptions are up to date. When we say up to date, we mean they accurately reflect the expectations levied on the incumbent. We do not necessarily mean that they are well-written or well-classified, because we don't have that job architecture. Where the questionnaire piece may be relevant is finding out what a

Director does vs. an Associate Director vs. an Assistant Director.

We do not necessarily need to rewrite job descriptions all the way down to content expertise and what the specific job is. We do need help with crafting descriptions so that when we go to post a description, we know the requirements of that position from a hiring perspective. What are the baseline functions of that type of title across the university? We don't necessarily need to be told what a Director of Application Services needs to do, but we do need to know there are ways in which we can craft job descriptions consistently to where regardless of what content you put into a job, a Director here means the same thing as a Director over there.

4. For the successful bidder, are there key University dates as you think over the timeline of this project that we would need to stay highly aware of, whether those are dates relevant to the board, leadership, or other components that may need facets of this data in addition to the end product?

The goal is to begin implementing a plan, informed by the results of this student, on July 1, 2025. It is a 3-year implementation plan to eliminate roughly 80% of compression, inversion, and inequity. It is intended to bring at least 80% of our positions to some sort of benchmark statewide. We have the resources for this, but we will need the results of this study in time for cabinet to discuss implementation with the President and then present it to the board. There is always the possibility of calling an emergency or unscheduled board meeting, but we do have a new Board Chair so the feasibility of that is unclear. In the RFP, we indicated that the desired project completion date is May 15th.

5. Do you tend to finalize your budgets by April preceding the new fiscal year in July or is it a different date?

Historically, it has been more last minute. We currently have a new President and Board Chair, who are very different from the former President and Board Chair. We are hoping to become more proactive, not to mention we anticipate having a new CFO placed in January. These factors will probably change the budget setting process, although this first fiscal year may look pretty similar to previous ones.

6. Does the university have access to CUPA HR data or Data on Demand as a potential data source?

Yes.

7. Does the university already have a set list of comparators you have in mind for the market survey itself?

The University is currently going through a strategic planning process that has set a goal to be a premier institution in West Virginia. A lot of the peers that we are most interested in right now when it comes to pay comparisons are going to be West Virginia 4-year public institutions that are registered with the West Virginia Higher Education Policy Commission.

We don't mind being compared to institutions that are larger than us if those comparisons are weighted appropriately so that we know, based off enrollment, core revenues, or expenses how far behind or ahead we are. We do have peer institutions from across Appalachia as well that we could compare to, but the priority is going to be comparing to public universities within the state of WV.

8. You said that there were going to be 400 full-time employees included in the study, correct?

We do list part-time in the RFP as well, as we are interested in being informed on those compensation structures. Most of our part-time positions are going to be adjunct faculty with an inconsistent pay structure. That is something that you can help us out with as well.

9. I know you said you're looking at the development of more concrete compensation structures, since one either isn't in use, or you've outgrown it as an institution. In terms of structure, are you looking for something that is based more on point factor systems or performance management? I want to understand the overall goals of the compensation structure itself.

Right now, WVHPEC actually has one that we are following a little bit. It is done by 25%, mid, 75%, and max salary scale. It is a bit dated so we try to start at the mid-level and go up.

10. So, is that more based on market adjustments, not on point value calculations? Because there are a couple of different systems. I want to get a better feel for what you have in place and what direction you may be going in.

Oasis, which is our state payroll system, has titles for different positions that match our actual job titles. That is how the HEPC has their system divided out. They used to have a system for classified employees, but we don't have any classified employees here. All our employees are non-classified, but right now, just to be consistent, we look at what their Oasis title is. We then go back to their salary schedule and try to make sure that we are at least within the mid-point.

EMAILED QUESTIONS

11. Can you tell us how many non-faculty job titles are to be included in the study?

Non-faculty job titles is around 80 unique position titles.

12. What was the date of the last study completed? Was it of the same scope as the current request? Did it include updated job descriptions?

CUPA and Chronicle data was pulled in 2021 by a faculty member interested in comparing faculty salaries controlling for discipline with the intention of presenting to the

faculty senate for recommendations or future action. The study wasn't institutionally supported or directed because the institution was in a presidential administration transition period but could be something built upon with this study. The data would be available upon request if awarded.

13. Was the study completed internally or with the assistance of an outside firm? Who was the outside firm if one was used?

Internally only.

14. How many unique job titles are covered in the study?

Estimate is around 85.

15. Can you advise us on the anticipated start date of the project?

Contract award is anticipated for December 20, 2024. Work can begin as soon as it is awarded.