

REQUEST FOR PROPOSALS
FOR
CLASSIFIED SERVICE
CLASSIFICATION AND COMPENSATION STUDY

REQUEST FOR PROPOSALS ISSUED:

SEPTEMBER 1, 2016

DEADLINE FOR SUBMITTAL OF PROPOSALS:

OCTOBER 16, 2016 AT 10:00AM PST

Santa Cruz City Schools

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I. INTRODUCTION

The Personnel Commission of Santa Cruz City Schools District is seeking qualified firms to submit proposals to conduct a district-wide classification and compensation study for positions in the classified service.

Background

The Santa Cruz City Schools District (SCCS) oversees 4 elementary schools, 3 high schools, 2 middle schools, an independent study program and an alternative education site, and serves over 6,000 students within a K-12 school setting. The school district employs about 420 certificated teachers that are represented by The Greater Santa Cruz Federation of Teachers and approximately 325 classified employees that are represented by The Santa Cruz Council of Classified Employees.

SCCS is guided by the Merit System and is under the authority and guidance of the Personnel Commission (PC) for classified employees. There are approximately 325 classified employees in 3 units: confidential, classified management and represented staff. The classified staff members are represented by The Santa Cruz Council of Classified Employees. Confidential and Certificated Management are unrepresented. All compensation and benefits for union employees are negotiated, subject to ratification by union membership and approval by the Santa Cruz City Schools Board.

The last comprehensive classification and compensation study was conducted 21 years ago. Class specifications are outdated and need to be made current with regard to ED Code, CA state law, ADA requirements, working environments, essential functions and corresponding skills and abilities. Many classified positions have been eliminated and divisions have been reorganized creating new and/or additional duties for remaining employees. Compounding this issue are the single reclassification requests which can further disrupt the internal alignment, existing salary relationships and/or existing job hierarchies. The outdated job descriptions make recruitment efforts difficult and make the evaluation process less effective.

II. OBJECTIVES

Overall the objective of the Santa Cruz City Schools District Personnel Commission is to align job descriptions with current responsibilities and conduct a compensation market analysis of similar or like jobs in Districts and COE's.

The overall goal of SCCS is to update our current job descriptions; compete with comparable Districts and/or COE's and other places of employment; offer fair payment for services , recruit, train, retain, and support a motivated, capable and diverse workforce. The following are specific objectives for the study:

- A. Conduct a thorough job analysis of all classified positions (70 SCCOCE classifications and 7 Classified Management classifications)

- B. Develop and/or update class specifications for all included classifications including the following elements:
 1. Class Title
 2. Definition
 3. Distinguishing Characteristics (if part of a family or if closely related classifications exist)
 4. Essential Functions
 5. Minimum Qualifications including the Knowledge, Skills, and Abilities
 6. Desirable Qualifications
 7. Working Conditions including work environment and physical abilities in accordance with accepted ADA requirements
- C. Evaluate if a functional consolidation of possible classifications is appropriate and recommend new classifications where appropriate.
- D. Conduct a total compensation salary survey of comparable Districts, County Offices of Education and/or other employers with similar class structures.
- E. Provide (3) implementation plans that are cost effective, equitable, and timely: (1) detailing the implementation of the classification study solely; (1) detailing the implementation of the compensation plan solely and; (1) detailing the implementation of both the classification study and compensation plan together.
- F. Develop a document detailing the methodology of the study and provide guidance to staff to implement and maintain the system.

Proposed Timeline for Classification Study

Mail the Request for Proposal by	September 1, 2016
Submit Proposal by	October 17, 2016
Screen Proposals by	November 28, 2016
Interview firms by	Week of December 12 th
Selection committee recommends firm to Superintendent by	Week of January 9 th
Superintendent submits contract for Board approval	Week of January 16 th
Initiate Classification/Compensation Study by	TBD
Complete Classification/Compensation Study including Superintendent Approval of duties and minimum qualifications by	TBD
Initiate employee appeals by	TBD
Complete employee appeals by	TBD
Meet and consult with labor unions by	TBD
Board approves job descriptions by	TBD
Personnel Commission approves job descriptions	TBD

III. INSTRUCTIONS

Interested firms are invited to submit one (1) signed proposal, four (4) additional hard copies and one (1) electronic copy on a portable thumb drive in write-protected PDF format. The proposal should be submitted using the format provided and the completed proposal, together with any and all additional materials shall be enclosed in a sealed envelope addressed and delivered no later than 10:00 AM PST on **Friday, October 16, 2016** to the following address:

***Santa Cruz City Schools
405 Old San Jose Road
Personnel Commission
Keneé Houser, Director of Classified Personnel
Soquel, CA 95073***

The sealed envelope shall be marked on the outside lower left corner with the words "Classification/Compensation Study Proposal". It is the Proposer's sole responsibility to ensure that their proposal is received prior to the scheduled closing time for receipt of proposals. No corrected or resubmitted proposals will be accepted after the deadline. This Request for Proposal does not commit the Santa Cruz City Schools District or the Santa Cruz City Schools Board of Education to award a contract or pay any costs incurred in the preparation of a proposal responsive to this request. SCCS reserves the right to accept all or part of any proposal or to cancel in part or in its entirety this Request for Proposal. SCCS further reserves the right to accept the Proposal that it considers to be in the best interest of the SCCS. All requirements must be addressed in your Proposal. Non-responsive Proposals will not be considered. All proposals, whether selected or rejected, shall become the property of the SCCS. Firms are responsible for checking the website periodically for any updates or revisions to the Request for Proposals.

Requests for information and questions should be submitted in writing to:

Patrick Gaffney
Assistant Superintendent
Business Services
pgaffney@sccs.net

Proposals should be received no later than 10:00 A.M. on October 16, 2016. Specify "Classification/Compensation Study Proposal" in the subject line. Responses to all questions received will be posted on the SCCS's website: sccs.net.

IV. SCOPE OF WORK

A. Classification Plan

1. Meet with designated staff members to validate scope of services, methodology, timelines, and other deliverables.
2. Define the process for communication with administrators and other employees during each step of the study. Meet with and present information to employees, SCCS administration, and the Personnel Commission.
3. Review position titles (including supervisory/management) and recommend a titling structure which defines consistent levels of responsibility across the organization.
4. Review organizational charts, budgets, personnel rules and regulations, collective bargaining agreements and related information as necessary.
5. Design appropriate job analysis questionnaire/questions for distribution to/meetings with classified employees and their supervisors.
6. Upon receipt of completed questionnaires, conduct interviews or focus groups with a representative group of employees and appropriate administrators to confirm content accuracy and resolve inconsistencies.
7. Assign all employees within the scope of the study to an appropriate job family, job title, and job class.
8. Prepare current and accurate job class specifications and job descriptions for each position in the Santa Cruz City Schools' Classified Service. The class specifications must reflect current duties and position requirements including physical requirements, working conditions, and essential functions in compliance with ADA and other federal and state laws.
9. Describe the process for employees who have inquiries or appeals and conduct appeals as necessary. Attend Personnel Commission Meetings to present the study's recommendations and implementation. Attend appeal hearings held by the Personnel Commission to justify/defend recommendations.

B. Compensation Plan

1. Identify survey labor market and benchmark classes for market analysis. Identify comparable and relevant employers.
2. Conduct a comprehensive compensation search using similar districts and/or other employers with similar class structures.
3. Complete internal salary relationship analysis, including the development of appropriate internal relationship guidelines.
4. Develop externally competitive and internally equitable salary recommendations for each class included within the study.
5. Recommend a salary range to each classification which reflects the results of the market survey and the analysis of internal relationships.
6. Propose a policy and procedure to address employees whose base pay exceeds the maximum of their assigned pay range.

7. Present survey results to management, Personnel Commission, and the Santa Cruz City Schools Board of Education for discussions and decisions on overall pay philosophy and the practicality of acceptance.
8. Assist in the development of a strategy for implementing pay and compensation recommendations and define necessary components in the implementation process.
9. Present data-driven rationale for recommendations, and present findings in report form and orally to the Superintendent, Personnel Commission, Executive Cabinet, and Management team.
10. Develop and implement a comprehensive employee communications plan to explain the process and final recommendations.

C. Implementation of the Classification Study shall not be dependent on implementation of the Compensation Plan.

V. CONTENTS FOR PROPOSALS

In order for proposals to be considered, proposals must meet requirements as listed in this solicitation. Said proposal must be clear, concise, complete, well organized and demonstrate both respondents' qualifications, and its ability to follow instructions. The quality of answers, not length of responses or visual exhibits is important in the proposal.

The SCCS District, as a matter of non-responsiveness, may reject proposals (regardless of price) that indicate an inability to provide all services as specified herein.

The proposal shall be organized in the format listed below. Respondents shall read each item carefully and answer each of the following items accurately to ensure compliance with the SCCS District's requirements.

A. Submittal Letter

Include the proposal title and submittal due date, the name, address, and telephone number of the responding firm. Include a contact person and corresponding e-mail address. The letter shall state that the proposal shall be valid for a 60-day period and that the staff proposed is available immediately to work on this project. The person authorized by the firm to negotiate a contract with SCCS shall sign the cover letter.

B. Description of Firm

Please provide an overview and history of your firm, including experience, background, and the number of years of experience providing classification and compensation consulting services including a brief list of regions and industries that your firm has worked in.

C. Qualifications

Please provide the qualifications of personnel who will be assigned to work on this study. Submit résumés of key personnel assigned to this project.

D. Methodology

Please provide a task-listing of how this classification and compensation study will be accomplished.

E. Maintenance

Please provide a plan for how the District will maintain the classifications for 10 years after study is complete.

F. District Resources

Please provide a description of the amount of District office space required for each aspect of the classification study and compensation plan. List any resources that you will require the SCCS District to provide.

G. Sample Documents

Please provide samples of questionnaires/surveys/interviews and other proposed process materials.

H. Timeline

Please provide outlines of two (2) proposed time tables: (1) detailing the time required for the classification study to be completed and implemented without the compensation plan and; (1) detailing the time required for both the classification study and compensation plan to be completed and implemented together.

I. Personnel Time

Please describe the amount of personnel time required by employees in the Classified service for interviews/focus groups, surveys, etc.

J. References

Please provide at least three (3) public school districts, County Offices of Education, colleges or universities from within the state of California, along with the name(s) of individuals familiar with your work and submitted as references that can be contacted by SCCS staff.

K. Cost

Please provide three (3) cost estimates: (1) detailing the costs of only conducting and implementing a classification study; (1) detailing the costs of only conducting and implementing the compensation plan and; (1) detailing the costs of conducting and implementing both the classification study and compensation plan together. Please include the overall costs for the project from beginning to completion for the three scenarios just outlined. (Proposed contract)

L. Additional Information

Please include any additional information you feel is necessary for a full understanding of the services offered.

VI. SELECTION CRITERIA

The evaluation of proposals and the basis of award will be based on the review and analysis of numerous factors, which will include, but not be limited to, the following:

- A. Background and experience in providing work as identified in the Scope of Services section.
- B. Qualifications of personnel.
- C. References of work done of a similar nature.
- D. Cost of the study.
- E. Quality of the proposal submitted.
- F. Ability to update job descriptions and job family groupings after the initial implementation.

Only completed proposals will be reviewed. Upon evaluation of all submitted proposals, a limited number of firms, deemed most qualified to provide the requested services, may be invited to present their qualifications and respond to questions from Personnel Commissioners, Cabinet Leadership, Board of Education Trustees, etc.

The Superintendent, will make the final recommendation to the Board for awarding the project.