



Compensation and Classification Study

Request for Proposals

Released: March 12, 2019
Respond by: March 19, 2019



Expect
great
things.



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Compensation and Classification Study Request for Proposals

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Compensation and Classification Study Request for Proposals

Compensation and Classification Study Request for Proposals (RFP)

Pittsburgh Public Schools is now accepting proposals for a compensation and classification study.

Proposal Submission and Deadline

All proposals must be submitted electronically to Shannon Plush, Coordinator, Strategic HR Projects, at splash1@pghschools.org by **5:00PM EST on Tuesday, March 19, 2019**, with "Compensation and Classification Study Proposal" as the subject line. Proposals, including any/all attachments and cover letter, should be submitted as a single PDF document.

Proposals should be submitted in accordance with the proposal outline detailed in this RFP.

Pittsburgh Public Schools reserves the right to reject any and all proposals, waive irregularities, and to select the proposal that is evaluated as most advantageous to the school district.

Late proposals will not be accepted. Proposals submitted via hard copy or fax will not be accepted.

Questions

All inquiries regarding this RFP must be made in writing to Shannon Plush at splash1@pghschools.org. Any verbal outreach will be directed to submit inquiries in writing via email.

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About Pittsburgh Public Schools

Pittsburgh Public Schools offers a wide variety of educational options and offerings for our diverse student body. We aim to provide options that not only match our students' passions and unique needs, but also help to prepare them for the real world through diverse experiences.

As the largest of 43 school districts in Allegheny County and second largest in Pennsylvania, Pittsburgh Public Schools serves approximately 25,000 students in Kindergarten through Grade 12 in 54 schools. In addition, Early Childhood programs serve 1,614 three and four year-olds in classrooms across the city.

Pittsburgh Public Schools has a vision that all students will graduate high school college, career, and life-ready prepared to complete a two-or four-year college degree or workforce certification. To help us achieve this vision, the District announced its *2017-2022 Strategic Plan: Expect Great Things*, which sets forth four strategic themes and 19 initiatives to reach four long-term outcomes:

- Increase proficiency in literacy for all students.
- Increase proficiency in math for all students.
- Ensure all students are equipped with skills to succeed in college, career, and life.
- Eliminate racial disparity in achievement levels of African American students.

We believe that every child—at every level of academic performance—can achieve excellence. To help our students get there, we are committed to continually improve performance at every level of the District. By doing so, we will help prepare our students to take maximum advantage of The Pittsburgh Promise® scholarship, and we will better prepare our District to thrive in an era of unprecedented competition.

Project Purpose

Pittsburgh Public Schools, herein referred to as “District,” currently has unique compensation systems for each of the following role groups: teachers, assistant principals, principals, executive directors, assistant superintendents, chiefs, and central office support staff. In part as a result of making small adjustments to each system over time, compensation for these role groups suffers from misalignment and wage compression, and risks disincentivizing promotional opportunities.

In order to address this challenge, the Office of Human Resources is soliciting written proposals from qualified consulting firms, experienced in developing compensation and classification studies, to perform an external market analysis, review and analyze the District's current compensation structures, and provide recommendations to help the District:

- Create aligned compensation systems within and between professional and administrative positions that eliminate wage compression and incentivize promotional opportunities.
- Establish compensation policies and practices that are fair, competitive, transparent, and fiscally responsible.
- Ensure internal equity and address gender and racial wage disparities, if applicable.
- Prepare informed compensation proposals in upcoming negotiations and discussions with employee organizations.

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Compensation and Classification Study

Request for Proposals

Scope of Work

1. Conduct a market analysis for identified positions that include job descriptions, salary ranges, actual salaries, and salary enhancement practices.
 - Market comparisons should include public school districts, charter management organizations, intermediate units, and private/independent schools located in Pennsylvania and within a 100-mile radius of Pittsburgh, and well as public school districts in cities nationally that are similar in size and demographics to Pittsburgh.
 - Market comparisons must provide adjustments to account for cost of living variations.
 - All sources of information (and access date) used in market analysis must be provided.
2. Conduct an internal analysis for identified positions that include job descriptions, salary ranges, actual salaries, compensation for additional work, and salary enhancement practices. The internal analysis should:
 - Address internal equity to ensure employees are getting comparable pay for knowledge, skills, and abilities.
 - Identify any FLSA compliance issues with current salary ranges.
 - Consider career pathway trajectories and identify gaps and/or inconsistencies as they relate to compensation.
3. Provide recommendations to ensure compensation policies and practices are fair, competitive, transparent, and fiscally responsible. Recommendations may include:
 - New salary ranges, including percentage spreads between and within ranges, and classification for each position and/or new salary schedules, including percentage spreads between grades and steps, and classification for each position.
 - Administration policies for hiring, promoting, and transferring using new salary ranges/salary schedules.
 - Administration policies for movement within new salary ranges and/or on new salary schedules.
 - Revisions to salary enhancement practices, compensation for additional work policies, transfer and reclassification processes, and promotion/career pathway trajectories.
 - Adjustments needed to assure internal equity and external competitiveness.
 - Adjustments to ensure FLSA compliance.
4. Provide costs and financial impact analysis of implementing recommendations, as well as a proposed implementation schedule.
5. Complete and present a final report that includes results of market analysis, internal analysis, recommendations, and financial impact analysis. Additionally, the final report should include:
 - Methodology, techniques, and data used to develop the recommendations.
 - Instructional information to allow District staff to conduct individual salary audits and adjustments consistent with recommendation methods in the event of new positions and reclassifications.

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Compensation and Classification Study Request for Proposals

This compensation and classification study will be limited to the following positions:

Position	# in PPS
Teachers	2,022
Other Professionals	328
Assistant Principals	46
Principals	55
Central Office Support Staff	244
Executive Directors	6
Assistant Superintendents	7
Chiefs	8

Proposal Submission

All proposals must be submitted electronically to Shannon Plush at splush1@pghschools.org by **5:00PM EST on Tuesday, March 19, 2019**, with “Compensation and Classification Study Proposal” as the subject line. Late proposals will not be accepted. Proposals, including any/all attachments and cover letter, should be submitted as a single PDF document not to exceed 25 pages. Proposals submitted via hard copy or fax will not be accepted.

Proposals should be submitted in accordance with the proposal outline detailed in this RFP. The District reserves the right to select a proposal in its entirety or some portions thereof. Furthermore, the District reserves the right to reject any and all proposals and to waive irregularities. Responses should be organized so that the specific requests for information each begin on a new page.

Cost of RFP and Associated Responses

This RFP does not commit the District to paying any expenses incurred by any firm in the submission or presentation of a proposal, or in making the necessary studies for the preparation of a proposal. All such costs and expenses shall be borne by each firm.

Right to Clarification and Additional Research

The District reserves the right to obtain clarification of any point in a firm’s proposal or to obtain additional information necessary to properly evaluate a particular proposal. Failure of a firm to respond to such a request for additional information or clarification could result in rejection of the proposal. The District may obtain information from any legal source for the clarification of any proposal or for information on any firm including, but not limited to, police files, insurance files, agency files, credit bureaus, and/or professional organizations. The District shall not be required to inform the firm of any intent to perform additional research in this respect or of any information thereby received.

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Evaluation Criteria and Selection Process

An evaluation committee will review proposals. The role of the evaluation committee is to evaluate the proposals submitted and make a recommendation of award. The contract will be awarded to the qualified bidder whose proposal is most advantageous to the District, based upon the evaluation criteria specified below. Thus, while the points in the evaluation criteria indicate their relative importance, the total scores will not necessarily be determinative of the award. Rather, the total scores will guide the District in making an intelligent award based upon the evaluation criteria. The District anticipates selecting a consultant using the following criteria:

Evaluation Criteria	Weight
Presentation	5%
Experience and Qualifications	20%
Project Approach and Coordination	50%
Cost	25%

Timeline

The Pittsburgh Public Schools is requesting proposals from experienced and qualified firms to conduct a wage and classification study. Selection of the firm will be made on the proposals submitted. There may also be phone interviews. A timetable for selection process is provided below:

RFP Issued	Tuesday, March 12, 2019
Proposals Due	Tuesday, March 19, 2019, 5:00PM EST
Phone interviews (if needed)	Friday, March 22 - Tuesday, March 26, 2019
Legislative Approval by Board of Directors	Wednesday, April 10, 2019

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Proposal Outline

1. **Cover Letter:** Provide name, mailing address, email address, and telephone number of the individual or firm submitting proposal. The cover letter must be signed by an authorized officer.
2. **Table of Contents:** Clearly identify material contained in the proposal by section and page number.
3. **Introduction:** Provide an overview of the firm and its qualifications as they relate to this RFP. Briefly describe the firm's relevant compensation and classification services for the past three years that best characterize the firm's capabilities, specifically for clients in the following categories (if applicable):
 - Mid-sized public school districts
 - Urban/city school districts
 - Local government agencies in Pennsylvania
 - Nonprofit organizations, local government agencies, and/or school districts with unionized employees

Provide references for similarly successful projects from five school districts, including the name of the district, contact name, telephone, and email address.

4. **Equal Employment Opportunity and Firm Information:**
 - Describe your firm's equal employment opportunity policies and programs.
 - Has your firm or any of its employees, or anyone acting on its behalf, ever been convicted of any crime or offense arising directly or indirectly from the conduct of your firm's business or have any of your firm's officers, directors or persons exercising substantial policy discretion ever been convicted of any crime or offense involving financial misconduct or fraud? If so, please describe any such convictions and surrounding circumstances in detail.
 - Has your firm, or any of its employees, or anyone acting on its behalf, been indicted or otherwise charged in connection with any criminal matter rising directly or indirectly from the conduct of your firm's business which is still pending or have any of your firm's officers, directors or persons exercising substantial policy discretion been indicted or otherwise charged in connection with any criminal matter involving financial misconduct or fraud which is still pending? If so, please describe any such indictments and surrounding circumstances in detail.
 - Please describe (i) any material financial relationships that your firm or any firm employee has with any financial advisory firms, investment banks or law firms or other persons or entities that may create a conflict of interest in acting as a contractor with the District; (ii) any family relationship that any employee of your firm has with any public servant that may create a conflict of interest, or the appearance of a conflict of interest in acting as a contractor with the District and (iii) any other matter that your firm believes may create a conflict of interest or the appearance of a conflict of interest in acting as a contractor with the District. Please describe any procedures your firm either has adopted, or would adopt, to assure the District that a conflict of interest would not exist for your firm in the future.

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5. **Project Understanding:** Based on what you know or have researched about Pittsburgh Public Schools, please provide an explanation and interpretation of the District's compensation needs. Describe your understanding of this project's goals and deliverables.
6. **Project Team and Qualifications:** Identify all personnel who will be assigned to the District project. List the person's name, title, project assignments, years of experience, brief summary of their work experience, areas of expertise, length of service with your firm, reporting relationships, location, clients, and any other qualifications relevant to the District's project. Specifically, identify a project manager who will be responsible for the project and who will be the District's single point of contact.
7. **Project Approach and Coordination:** Describe the approach and methodology your firm proposes to accomplish project objectives and to complete requirements identified in the scope of work. At a minimum, provide a detailed plan of work that describes the following:
 - The techniques to be employed with respect to the services requested.
 - The tasks the consultant believes are necessary to successfully complete the study, including a proposed timeline with dates and milestones.
 - The tasks the firm will perform and what tasks, if any, the District will be required to perform.
 - A detailed list of information/data that would be needed from the District.
 - Plan for communication/engagement between the firm and District for the duration of the study.
 - Additional information as desired by bidder.
8. **Budget and Budget Narrative:** Identify the total cost of delivering against the scope of work, and itemize all costs related directly or indirectly to each component of the project, i.e., external analysis, internal analysis, development of recommendations and their financial impact, and final report and presentation. Costs should include, but not be limited to, hourly labor rates of assigned personnel, travel and per diem costs, miscellaneous costs, etc. It is expected that general, overhead, and administrative costs are included in the hourly rate for labor. It will be assumed that all contingencies and/or anticipated escalations are included. In addition to the numerical budget, please provide a description of the assumptions underlying the proposed costs. Each line item in the budget should have a descriptive sentence/paragraph in the budget narrative.

General Terms and Conditions

- 1. Contract:** Proposer agrees that if approved to provide engaging activities hereinafter described (“Activities”), Proposer shall enter into a written contract with the District prior to rendering any services. In the event Proposer fails to enter into such contract, Proposer’s approval for award will be revoked by the District. The contract may include the terms and conditions contained herein and any additional terms and conditions agreed upon by the parties. Proposer may submit a copy of its form of contract for review and consideration by the District Solicitor.
- 2. Term of Contract:** The term of the contract shall be on or about **April 11, 2019** until on or about **October 11, 2019**. The actual term may vary depending on the proposal and nature of services provided.
- 3. Standards of Performance:** Proposer shall retain and utilize sufficient staff to devote a reasonable amount of time, attention, knowledge and professional ability, as necessary, to perform all services effectively, efficiently and consistent with the best interests of the District and to the satisfaction of the Project Manager. **Proposer shall use effective engagement strategies and facilitate activities in the most cost-effective manner consistent with the best interests of the District.**
- 4. Non-appropriation:** Expenditures not appropriated by the District in its current fiscal year budget are deemed to be contingent liabilities only and are subject to appropriation in subsequent fiscal year budgets. In the event sufficient funds are not appropriated in a subsequent fiscal year by the Board for performance under the contract, the Board shall notify Proposer and the Contract shall terminate on the last day of the fiscal period for which funds were appropriated.
- 5. Favored Nation:** Proposer shall furnish services to the District at a rate no greater than that charged to other public sector entities. If Proposer overcharges, in addition to all other remedies, the District is entitled to a refund in the amount of the overcharge. The District has the right to offset any overcharge against any amounts due to Proposer under this or any other agreement between Proposer and the District, and the right to declare Proposer in default under the contract.
- 6. Document Retention:** Proposer shall furnish the District with such information as may be requested relative to the progress, execution, and costs of the project implementation. Proposer shall maintain all records, correspondence, receipts, vouchers, subcontractor agreements, memoranda, and other data relating to the services under the contract. All records referenced above shall be retained for three years after completion of the Scope of Work.
- 7. Insurance:** Proposer shall procure and maintain insurance for all operations under the contract. All insurers shall be licensed by the Commonwealth of Pennsylvania. Proposer will provide an appropriate certificate of insurance upon the signing of the contract reflecting these limits with a carrier licensed and authorized to do business in the Commonwealth of Pennsylvania naming the School District of Pittsburgh as an additional insured. Minimum insurance requirements are:

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Provider shall maintain a minimum of \$1,000,000.00 of General Liability insurance coverage and additional insurance coverage as follows:

a. Workers Compensation and Employers Liability:

1. Workers Compensation: Statutory Limits
2. Employers Liability: \$100,000 Each Accident - Bodily Injury by Accident; \$100,000 Each Employee - Bodily Injury by Disease; and \$500,000 Policy Limit – Bodily Injury or Disease.
3. Other States coverage and Endorsement.

b. Umbrella Liability: \$1,000,000 per occurrence combined single limit for bodily injury (including death), property damage liability, professional liability, automobile liability and Employer's Liability excess of the underlying primary policies.

c. Additional Insured Status: The District will be added as an additional insured for the General Liability and Umbrella Liability policies under a Blanket Additional Insured Endorsement on the referenced policies.

8. Termination:

a. Termination for Convenience: The District reserves the right to terminate the contract upon 30 calendar days written notice if, at any time, the District deems the services being provided are no longer in its best interests.

b. Termination for Default: Events of default include, but are not limited to, the following:

1. Any material misrepresentation by Proposer in the securing of the contract or performance of services.
2. Breach of any agreement, representation, or assurance made by Proposer in the contract.
3. Failure of Proposer to perform in accordance with or comply with the terms and conditions of the contract, including, but not limited to, the following:
 - Any action or failure to act which involves the safety and/or welfare of the District students or staff;
 - Failure to provide any portion of the Activities herein at the agreed upon time for performance and in the agreed upon manner;
 - Failure to perform the Activities with sufficient personnel and materials;
 - Failure to perform the Activities as a result of insolvency, bankruptcy or assignment for the benefit of creditors;
 - Failure to perform the Activities in a manner satisfactory to the District;
 - Failure to re-perform previously incomplete and/or unsatisfactory services within a reasonable time period;
 - Failure to comply with any term of the contract, including but not limited to, the provisions concerning non-discrimination, and any other acts specifically and expressly stated in the contract.
4. Default by Proposer under any other agreement Proposer may have with the District.
5. Assignment by Proposer for the benefit of creditors or consent by Proposer of any petition or proceeding under any bankruptcy, insolvency, or similar law.

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- c. **Remedies:** The District may invoke any or all remedies available at law or in equity. Specific remedies may be set forth in the final contract.
- d. **Turnover of Documents and Records:** After termination or expiration of the contract, Proposer shall turn over, within three days of request, all materials, supplies, equipment owned or purchased by the District, completed or partially completed work analyses, data, computer disks, documents, and any other information related to the Scope of Work and any associated District work.

9. Confidential Information, Dissemination of Information, Survival:

- a. **Confidential Information:** While preparing for and/or delivering Activities, Proposer will have access to or receive confidential information that is not generally known to others. Proposer agrees not to use or disclose any confidential information or any records, reports or documents prepared as a result of the contract without prior written consent of the Board or its designee. The proposer agrees to execute any additional confidentiality agreements that may be necessary for performance under this Agreement.
- b. **Dissemination of Information:** Proposer shall not issue publicity news releases or grant press interviews, without prior notice and approval of the District through the Office of Public Information. Proposer shall immediately give notice to the District and its Solicitor if presented with a Right to Know Law request for documents, records, and data or work products
- c. **Survival:** The provisions of this paragraph shall survive the termination or expiration of the contract.

10. Intellectual Property:

- a. **Copyright:** The District reserves copyright in all written and electronic materials developed by the District or Provider on behalf of the District as part of this Agreement. District materials may not be copied or otherwise reproduced without the express written permission of the District. Contractor shall retain all right, title, and interest in and to its pre-existing property, including without limitation, all artwork, illustrations, graphic designs, data, files, designs, concepts, copyrights, trademarks, and other intellectual property, previously developed and created by Contractor.
- b. **Trademark and Trade Name:** This Agreement does not give Provider any ownership rights or interest in District trade names or trademarks.
- c. **Use of Name:** Provider shall request permission from the District prior to using the District trade names or trademarks in any report or publication unless otherwise provided for in this Agreement.
- d. **Ownership:** No work product, report, or other materials produced under the contract may be used by the Proposer in any other matter without the express written consent of the District through the Solicitor and the use of the name of the District of Pittsburgh in any other matter may not be used for reporting or promotional purposes without identical consent. All of the foregoing items shall be promptly delivered to the Board upon demand at any time and at expiration or termination of the contract. If any of the aforementioned items are lost or destroyed while in the Proposer's possession, they will be replaced or restored at Proposer's expense.