Proposal for a
Job Classification and
Compensation Study

Solicitation 565-11739

CITY OF FORT LAUDERDALE

MANAGEMENT ADVISORY GROUP INTERNATIONAL, INC
PREPARING FOR TOMORROW, TODAY...

Donald C. Long, Ph.D., President
13580 Groupe Drive, Suite 200
Woodbridge, Virginia 22192
703-590-2750 – phone
703-590-0366 – Fax
don@maginc.org

May 2, 2016

Ann Debra Diaz
Procurement Specialist II
Procurement Services Division
City Hall – City of Fort Lauderdale
100 North Andrews Avenue #619
Fort Lauderdale, FL 33301
954-828-5949

Dear Ms. Diaz:

Management Advisory Group International, Inc. (MAG) is pleased to present this *Proposal for a Job Classification and Compensation Study*, in response to Solicitation #565-11739.

MAG is a national, full-service human resources consulting firm with extensive experience in classification and compensation projects, job analysis and evaluation, personnel policy manual development, productivity studies, and human resources software. Principals of the firm have conducted over 500 similar studies in over 25 years of municipal consulting in 24 states. Nearly all of these projects have been in the public sector. We have completed over 75 studies in Florida, including most recently, Broward County's comprehensive review.

MAG is a private corporation (incorporated in the state of Florida) with administrative functions in Woodbridge, Virginia. We complete projects in all areas of the country. Staff for your project are located in North Carolina.

We believe our software is the most progressive in the business for the purpose of conducting job classification and compensation studies. We will enable the City to maintain its system properly following completion of the project, without additional cost. The software we have developed over the years, and license to you for your ongoing use, is absolutely unmatched in the market place.

We produce personalized implementation plans so that the City, management, and staff are able to evaluate various strategies according to financial limitations. *One of our strengths is our ability to produce customized plans that ultimately result in implementation.*

Our consultant services are supported by a full complement of personnel, office space, and technological equipment required to meet our clients' needs. MAG is also a certified M/WBE (States of Florida and Virginia). Our FEID# is 88-0495510.
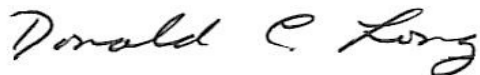
You will find that we have excellent experience and qualifications, a highly defensible methodology that is creative and effective, a solid management plan, an ability to meet the timeline to provide budgetary estimates of impact, a high quality level of service, and a reasonable hourly rate for the project tasks to be assigned.

MAG's proposal is valid for a period of one hundred twenty (120) calendar days from date of opening.

MAG is prepared to modify the scope of services as needed, and we will be glad to discuss your needs in further detail as necessary. Please feel free to contact me if you have any questions, or require clarification on any aspect of our proposal.

Management Advisory Group International, Inc. appreciates the opportunity to be of service to you and look forward to working with you on this important project.

Sincerely,

Donald C. Long

Donald C. Long, Ph.D.
President
Management Advisory Group International, Inc.
13580 Groupe Drive, Suite 200
Woodbridge, VA 22192
Phone: (703) 590-7250
Fax: (703) 590-0366
Email: don@maginc.org

Management Advisory Group International, Inc.

Proposal for a
Job Classification and Compensation Study

CITY OF FORT LAUDERDALE, FLORIDA

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Executive Summary

Summary of Services Offered to the City...

MAG will provide a job classification and compensation study for the City, with related HR training. You will receive comprehensive and balanced services that includes substantial compensation tables detailing recommendations.

The purpose of the study is to examine the City's current classification schedule, compensation practices (salary ranges, range spreads, and midpoint progressions), and update all job descriptions (approximately 550 job titles) to ensure accuracy and continuity across each of the service areas. The project shall consist of an analysis of the City's job descriptions, compliance with the Fair Labor Standards Act (FLSA) exemption status requirements, and the Equal Employment Opportunity (EEO) Occupational Group designations.

Customer Service...Enable the Client

MAG is committed to providing the highest level of professional human resources consulting services to our clients. As part of that commitment, we license our software to you, and train HR staff in its use, thus allowing you to maintain your classification system and database of employees without continuing or excessive consultant costs. Our staff responds to emails within minutes 90% of the time, and will respond to any questions or clarifications at no cost for up to a year.

Experience and Qualifications of MAG Staff Members...

MAG principals and staff have successfully completed over 500 similar studies over a 25-year plus period. You can be assured of depth of experience in municipal matters, thus ensuring your success. Our primary partners include a court qualified expert witness in HR who has managed national HR practices for many years, a Ph.D. in Public Administration, and a partner who has conducted consulting studies for 30 years.

Experience in Providing Similar Services and Managing Large Projects...

MAG has the resources, staff and financial capacity to successfully complete your study. MAG has completed recent studies with thousands of employees. We have completed hundreds of compensation and classification studies, and have considerable success in the field. Our clients are all public sector agencies, including many municipalities. MAG has completed projects with as many as 16,000 employees and thousands of job classifications.

Project Schedule…

MAG will provide the requested services within the time frame requested. We have proven our ability over the years to ensure a timely production of reports, tables, and budget calculations. You can be assured that MAG has the financial and human resources to successfully complete your project within the desired time frame noted in the RFP.

Excellent Project Approach and Tools to Complete Your Study…

The software system we have developed is specific to your interests, and includes a highly defined and progressive system of job evaluation. *The software is specific to the conduct of compensation studies and absolutely sets us apart from our competitors.* We will exchange files in Excel to ensure ease of coordination with the City and the employee data needed to have a successful study.

Knowledge of Florida Markets…

Our work includes over 75 similar projects for Florida local governments, including our recent major study for Broward County. MAG principals have an understanding of Florida issues and markets.

Your Consideration is Appreciated…

Donald C. Long, President,
Management Advisory Group International, Inc.
13580 Groupe Drive, Suite 200
Woodbridge, Virginia 22192
703-590-2750 – phone
don@maginc.org

SECTION 1.0

INTRODUCTION AND CAPABILITIES

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Section 1.0 – Introduction and Capabilities

Time in Business and Business Specialties

The Principals of MAG International, Inc. have a proven track record in providing in-depth human resource management and consulting services for over 30 years in 24 states. Our services for local governments include a focus on classification and compensation studies. Our work also includes performance management evaluation, compensation and pay equity and analysis, benefits, personnel policies, training, and procedures manuals.

Our clients range from cities and counties, various state and local government agencies, to many school and library districts, as well as, constitutional offices such as Sheriffs, Supervisor of Elections, and Property Appraisers. We have completed many successful compensation projects for large agencies.

MAG International, Inc. Selected Areas of Expertise

➤ **Compensation and Classification**
Pay Equity and Comparable Worth
Point Factor Evaluation systems
Broad Banding
Benefits
Career Ladders and Lattices

➤ **Performance Management and Compensation Systems**
Pay-for-Performance Systems
Performance Based Salary Administration
Alternative Reward Programs
Self-Managed Teams
Individual & Group Recognition Programs
Management/Executive Compensation

➤ **Policies, Procedures and Training**
Personnel Ordinances and Policy Manuals
Recruiting and Hiring Guidelines

Management Advisory Group International, Inc. *is a privately held corporation located in Woodbridge, Virginia.* **MAG International, Inc. is a woman-owned firm incorporated in the state of Florida in 2001 and continues to maintain corporation status in the states of Florida, Louisiana and Virginia.** *Staff for your project are in North Carolina. MAG is one of three sister companies. MAG, Inc. focuses on state, county and local government; MAG LLC, focuses on federal contracts; and, MAG- DS primarily handles international projects. MAG's home offices are located in Northern Virginia, with satellite offices in North Carolina and Texas. Your project would be managed from our North Carolina office. There are over seventy staff in the domestic offices and over 600 worldwide.*

MAG International, Inc. Philosophy

MAG is committed to providing the highest level of professional human resource management and consulting services to our clients. Our team of business and management professionals possesses extensive experience, education, and skill sets in a variety of study areas -- allowing us to assist our clients in meeting their organizational mission, vision, and goals on a variety of fronts.

MAG believes that organizational efficiency and effectiveness is, in large part, dependent on recruitment, hiring, and retention of quality, skilled personnel and staff – comprehensive human resources management systems are an absolute essential in today's world to accomplish organization mission, vision, goals, and objectives.

Unlike our competition, in support of this philosophy, packaged along with our special client tailored services, is our comprehensive classification and compensation study software. **MAG licenses its clients who engage in this service with the state-of-the-art human resource management software and training to ensure that our clients have the knowledge, skills and abilities to maintain their human resource systems from our study forward.**

Project Initiation and Timetables

While MAG has other current clients, the company has established a priority for the initiation, scope, and timetable of this project. We are prepared to initiate this project immediately and complete a high quality study within the desired time period as established in the RFP.

Current Clients

Some of our current clients, with projects at various stages of completion, include:

- ✓ Broward County, Florida;
- ✓ City of Jacksonville, Florida;
- ✓ Washington D.C. Council of Governments;
- ✓ City of Deltona, Florida;
- ✓ City of St. Pete Beach, Florida;
- ✓ City of Palmetto, Florida;
- ✓ City of Oviedo, Florida;
- ✓ City of Hampton, Virginia;
- ✓ Jefferson County, KY;
- ✓ City of Richmond, Virginia;
- ✓ Richland County, SC;
- ✓ City of Petersburg, Virginia;
- ✓ Greenwood County, SC;
- ✓ Manatee County Sheriff, Florida;
- ✓ Charlotte County Sheriff, Florida
- ✓ City of Brownsville, Texas;
- ✓ City of Rock Hill, South Carolina;
- ✓ Queen Anne's County, Maryland;
- ✓ Jacksonville Port Authority, FL.

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Excellent Outcomes

Successful outcomes in our compensation and classification projects have been diverse. They include:

- ✓ revised compensation structures;
- ✓ creation of management or executive pay structures and benefits packages;
- ✓ comprehensive job/class descriptions where none have existed;
- ✓ adjustment to internal relationships to recognize changes in duties and responsibilities;
- ✓ revisions to compensation policies to be marketable, fair, and equitable;
- ✓ adjustment to pay structures to recognize market changes for selected employment groups;
- ✓ assignment of geographic differential to a pay structure where appropriate;
- ✓ integration of multiple pay structures into a unified schedule;
- ✓ identifying compression across the organization.

MAG's Special Human Resource Management Software

Because MAG is committed to providing effective and efficient human resources consulting services, MAG has developed a suite of custom human resources software solutions, providing MAG's clients with the cutting edge ability to maintain an integrated, high-quality compensation, classification, performance evaluation and employee rewards systems long after completion of this project.

MAG has developed and uses the following software applications: *Market Manager®, Classification Manager®,* and *Performance Manager®.*

The flagship of our software package, *Classification Manager®,* is like having a human resources department on your PC. *Classification Manager®* designs custom pay structures, assigns employees to job classes, documents your FLSA decisions ensuring compliance with due diligence requirements, and provides extensive reports and forecasting scenarios to assist in developing management or labor compensation strategies. *Classification Manager* ® is an invaluable tool for forecasting, as well as, proving internal pay equity. *Classification Manager®* can be used with our proprietary system or easily adapted to use your existing system of job classifications.

Market Manager® is MAG's custom survey software that is designed to electronically collect job class, pay practice and related data from organizations that may compete with our clients for like classes of employees. **Each survey instrument is customized to reflect and collect the specific data requested by our client, ensuring that the unique needs of the client organization are addressed as an integral part of each of MAG's studies.**

To ensure that all data analysis activity compares "apples to apples," *Market Manager®* has internal controls that normalize survey data for employee groups that work non-standard work hours, such as instructional/educational personnel, *allowing the client to directly compare compensation packages for either work hours or work days of employees within the agency and across the competitive marketplace. This is especially critical when evaluating work within agencies with varying work hours.*

In addition to implementing targeted surveys, *Market Manager®* maintains an extensive data mine of current market information that can be accessed to support any market survey study undertaken on behalf of our clients. This powerful tool provides the information necessary to design compensation packages that reflect reality in the marketplace, and *putting the client's*

organization in a competitive posture to recruit, retain and motivate employees.

The third prong to our unique approach to human resources management targets employee performance. MAG understands that managing performance is one of the toughest challenges faced by public sector employers and, in response, has designed and developed *Performance Manager®* to effortlessly link people, pay and performance.

MAG has committed to maintaining state of the art tools to assist our clients in the conduct of human resources projects.

Data is able to be easily used in Excel formats to ensure ease of use by our clients.

MAG has the organizational, financial, staff, and technical capability to assure success for the City in this important project. MAG has never had any contracts terminated prior to the end of the contract. Litigation has never been filed against our firm.

SECTION 2.0

QUALIFICATIONS OF PROFESSIONAL PERSONNEL

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Section 2.0 – Qualifications of Professional Personnel

Our Professional Consulting Staff

MAG will provide total project management and administrative oversight and will be the primary consulting team. Principals bring 30 years of directly related public service consulting experience to your project.

MAG's team of professional consultants have worked extensively together for the past 15 years to design, develop, and implement highly competitive, innovative, state-of-the-art compensation management and rewards, pay and classification systems.

Donald C. Long, Ph.D., President, Authorized Representative, MAG. Dr. Long has over 25 years of experience providing management assistance to elected and appointed officials in the areas of human resources, staffing and organizational reviews, program evaluations, public policy/productivity, strategic planning, public safety services, and other related management areas. He has provided public sector management and financial consulting assistance to over 300 governmental and nonprofit agencies in a variety of service areas, including management research studies for cities, counties, and public agencies in the area of organization and management, human resource systems, program evaluations and productivity studies, staffing and cost-benefit analysis, and strategic planning. He has

substantial consulting experience with all local government functions. Dr. Long possesses a Ph.D. in Public Administration and Finance from Florida Atlantic University. He is located in the Asheville, NC area.

David Lookingbill, Associate Vice-President, MAG. Mr. Lookingbill has 40 years of experience providing human resource management expertise in a variety of public sector organizations, including state, city and tribal jurisdictions. He has provided public sector human resource management consulting services to over 175 governmental organizations in the areas of classification/compensation, selection device development/validation, organizational structure, ADA compliance, policy/procedure development, employee performance planning/appraisal and staffing needs identification. Mr. Lookingbill has been a certified public sector instructor in compensation for WorldatWork. He is located in the Asheville, NC area.

James Brittain, Senior Consultant, has over twenty years of extensive organizational expertise in support of MAG's client work. He has provied consulting assistance to many of MAG's clients including school districts, municipalities, counties and state agencies. His work has included job analysis, market review and analysis, and the development of compensation

programs. He has served as both a Director of Faculty Development and as a Director of Distance Learning in which he gained extensive experience in management, human resource issues and concerns, strategic planning and compensation structure development. James has a Master's degree and has completed course work for his doctoral degree. He is located in the Asheville, NC area.

Carolyn Long, CPC, Executive Vice President, Authorized Representative, MAG. Ms. Long has extensive experience in public management consulting and has served as project director for more than 400 human resources management studies; successfully directing over 50 studies in the last three years. Prior to joining MAG, Ms. Long was a Partner with MGT of America, Inc. as well as the Partner-in-Charge of the firm's Human Resources Management Consulting Division. In this role, she developed the company's human resources practice area, its forms, software, and processes, and directly managed all large human resources management projects. She was also vice president of David M. Griffith (DMG, now Maximus), a national management consulting firm, and served as the Vice-President of the Human Resources Management Consulting Division and directed scores of major compensation and classification and general management studies across the nation.

Ms. Long is recognized by the courts as an expert witness in the area of pay equity and comparable worth, and is a Certified Professional Consultant. Ms. Long served on the senior staff of the International City Management Association (ICMA) in Washington, D.C., and as national director of conferences and membership for ASPA, also in Washington, D.C. Ms. Long was an assistant professor in charge of Government Career Development Programs for Florida Atlantic University. Ms. Long holds a bachelor's degree from Florida Atlantic University, where she has also completed graduate studies in public administration. She is located in the Asheville, NC area.

Eric Nieves, Senior Project Consultant, MAG. Mr. Nieves is a Human Resources leader with documented success in fast-paced multicultural environments. He has expertise in labor relations and conflict resolution, to include union avoidance and union negotiation experience. He is a seasoned recruiter with solid expertise in assessing staffing needs, and transforming them into long-term placements. He served for a number of years as a Human Resources Director for a municipality in the Orlando area. Mr. Nieves has a Bachelor of Arts in Human Resource Administration and a Master of Arts in Organizational Management form the University of Phoenix. Mr. Nieves is bi-lingual (English/Spanish).
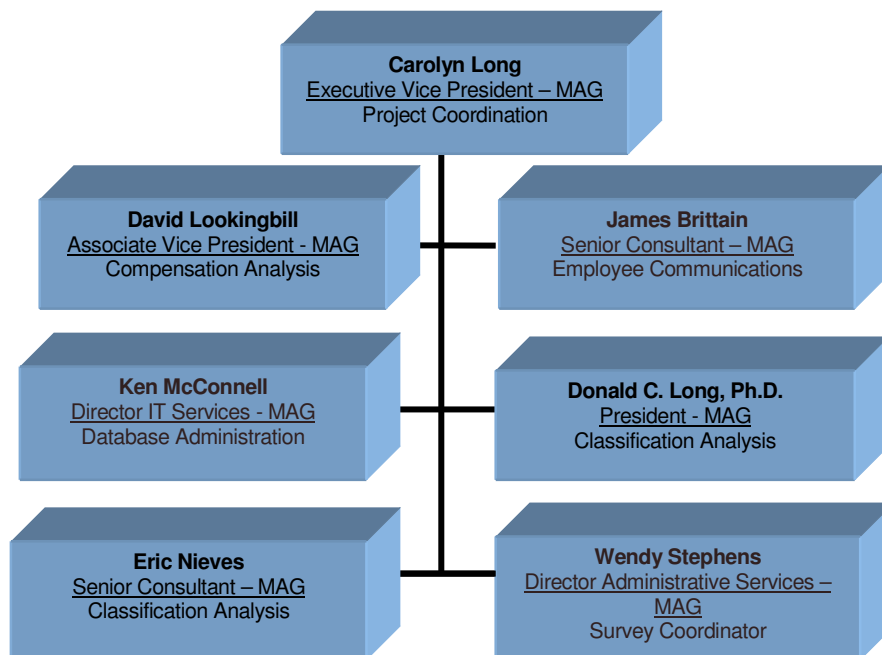
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Ken McConnell, Director of Internet Services and Databank Administration for MAG. Mr. McConnell brings over twenty years of experience in both the public and private sector. His broad IT background provides a wide range of support for MAG clients, including the ability to assist them in interfacing from their HRIS system to MAG's software. He also designed MAG's proprietary online performance system, Performance Manager©. His experience includes application software, SQL Server, Access, COGNOS, Delphi, FEA Apps, CAD/CAM Apps, Crystal Reports, Fast Report, various ERP and accounting applications as well as the development of custom programs and reports for MAG's clients. Mr. McConnell has an undergraduate degree in engineering and is completing his MBA. He is Asheville based.

Wendy Stephens, Director Administrative Services MAG. Ms. Stephens holds two AA Degrees (Business Administration and Legal Studies) and a BA in Political Science with a minor in Psychology. She has over 20 years experience owning and running her own successful business (TX/NC), as well as, provides a wide range of experience in business management analysis for MAG's clients. Ms. Stephens coordinates market reviews and compensation analysis. Ms. Stephens ensures that consultants at MAG International, Inc. stay abreast of client needs and requirements as changes evolve. She is Asheville based.

Jennifer Huber, Esq., General Counsel, MAG. Ms. Huber has provided direct services to numerous municipalities in a variety of functional areas. Ms. Huber serves as MAG's General Counsel providing expertise in legal compliance and contract management both, domestic and internationally.

MANAGEMENT ADVISORY GROUP
PROPOSED PROJECT CONSULTANTS

Carolyn Long
Executive Vice President – MAG
Project Coordination

David Lookingbill
Associate Vice President - MAG
Compensation Analysis

James Brittain
Senior Consultant – MAG
Employee Communications

Ken McConnell
Director IT Services - MAG
Database Administration

Donald C. Long, Ph.D.
President - MAG
Classification Analysis

Eric Nieves
Senior Consultant – MAG
Classification Analysis

Wendy Stephens
Director Administrative Services – MAG
Survey Coordinator

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Client Staff Responsibilities

MAG, in all of its studies, expects to produce all products in a turnkey fashion, performing all necessary technical and professional work. Staff will be expected to assist MAG's team only in scheduling meetings, transferring data collected for the study, reviewing draft questionnaires, survey instruments, survey target lists, and reports, and providing input into philosophical issues pertaining to the development of a human resource classification and compensation system to meet the needs and preferences of the client.

MAG will request that the client provide at the outset of the study a database of current payroll information for positions to be included in the study. *It is important that these data are supplied in the format required for manipulation by MAG's analysts.* This data will be necessary to determine costs to implement the newly developed pay plan(s). All records and databases are kept strictly confidential, and are returned to you or maintained upon project completion.

MAG Customer Focus

MAG's focus is on delivering quality studies quickly and efficiently to our clients.

We want to continue to be name that you think of when you need Human Resources consulting.

SECTION 3.0

REFERENCES AND RELATED
INFORMATION

Our Experience

MAG's partners have successfully managed more than 500 client engagements in 24 states, including agencies with as many as 16,000 employees.

The proposed project team in MAG's human resources practice has worked together for 15 years and has provided human resources services nationwide, as a team, for such varied government agencies as: (nearly every one of these successful projects were similar to the services and scope of work being requested).

Selected Project Descriptions

➢ **Broward County, Florida.** MAG is completing a Comprehensive Classification and Compensation Study for the County's 5,000 plus employees. MAG conducted orientation sessions, a comprehensive market survey, and several thousand employees completed MAG's online Job Analysis Questionnaire. The report is being implemented at this time. The number of job titles was reduced from over 1,000 to under 500. A four-hour meeting with the County Administrator to confirm results was done to discuss findings. Descriptions have been finalized.

➢ **Lexington Fayette Urban Consolidated Government, Kentucky.** MAG recently completed a Comprehensive Classification and Compensation Study for the consolidated government of Lexington. MAG conducted orientation sessions, a comprehensive market survey, and several thousand employees completed MAG's online Job Analysis Questionnaire. A report was issued and presented to City Council for current implementation by City staff. The study was approved and is being implemented. Additional classification determinations were completed in March 2015.

➢ **Jacksonville/Duval County, Florida.** MAG is currently completing a Comprehensive Classification and Compensation Study for this major municipal government, following an earlier study of top level management positions. MAG has conducted orientation sessions, a comprehensive market survey, and several thousand employees completed MAG's online Job Analysis Questionnaire. A draft report is being reviewed at this time for the 2,500 positions in the scope of the study. Several implementation scenarios are being evaluated and considered.

➤ **City of Hampton, Virginia.** MAG just completed a Comprehensive Classification and Compensation Study for the City of Hampton. MAG conducted orientation sessions, a comprehensive market survey, and 1,300 employees completed MAG's online Job Analysis Questionnaire. A report was issued and presented to City Council for current implementation by City staff. Class specifications were finalized in addition to training in MAG's Classification Manager software.

➤ **City of Sanford, Florida.** MAG is currently conducting a Comprehensive Classification and Compensation Study for the City of Sanford. MAG conducted orientation sessions, and all employees are currently completing MAG's online Job Analysis Questionnaire.

➤ **Richmond, Virginia.** MAG conducted a Comprehensive Classification and Compensation Study for this major district. The study included several thousand employees, surveying the labor market to develop competitive salary ranges for each position, as well as doing a labor market review to assist in designing a market competitive structure for the Schools' instructional staff.

➤ **Fairfax, Virginia.** MAG is currently completing a Comprehensive Classification and Compensation Study for this municipal government. MAG conducted employee and supervisory orientation sessions, a comprehensive market survey, and several hundred employees completed MAG's online Job Analysis Questionnaire.

➤ **Virginia Beach, Virginia.** MAG conducted a Comprehensive Personnel Study for Virginia Beach. The study included analyzing individual jobs to develop an internal ranking and classification of over 10,000 employees, surveying the labor market to develop competitive salary ranges for each position, as well as doing a labor market review to assist in designing a competitive structure. This was a six-month project. A recent (January 2015) project was completed on staffing and organization.

➤ **Petersburg, Virginia.** MAG is currently completing a Comprehensive Classification and Compensation Study for this municipal government, following a MAG 2014 City-wide staffing study. MAG conducted employee and supervisory orientation sessions, a comprehensive market survey, and approximately one thousand employees completed MAG's online Questionnaire. Class specifications were finalized in addition to training in MAG's Classification Manager software.

➤ **Fayette County, Kentucky.** MAG recently conducted a Comprehensive Classification and Compensation Study for Fayette County, in the Lexington area. MAG conducted orientation sessions, a market survey, and several thousand employees recently completed MAG's online Job Analysis Questionnaire.

- **Memphis, Tennessee.** MAG assisted in a review of the organizational structure and opportunities for cost savings/reduction for this 16,000 employee organization. The City worked with MAG on a series of follow-up projects that spanned four additional years. MAG provided HR and organizational consulting assistance from 2006 to 2011.

- **Atlanta, Georgia.** MAG conducted a Comprehensive Classification and Compensation Study for the Atlanta Public Schools. The study included analyzing individual jobs to develop an internal ranking and classification of several thousand employees, surveying the labor market to develop competitive salary ranges for each position, as well as doing a labor market review to assist in designing a market competitive structure for the Schools' instructional staff.

- **DeKalb County, Georgia.** This is a 2012 MAG project, sponsored by the Superintendent, Cheryl Atkinson, in which all departments were reviewed for overall efficiency and effectiveness. A new proposed organizational structure was developed for implementation by the Superintendent. Particularly, the Human Resources function received special consulting review and was reorganized for increased efficiency and effectiveness in support of human resources objectives. There are over 10,000 employees. This school district was experiencing budgetary challenges. Reductions in staffing levels in central office functions were recommended and presented.

- **Jefferson Parish, Louisiana.** This is a 2011 MAG project, in which all departments were reviewed for overall efficiency and effectiveness. A new proposed organizational structure was developed and used as a model by the incoming manager, hired from the University of New Orleans during the project. This agency was experiencing budgetary challenges due to changing demographics. Reductions in staffing levels were recommended. This organization has over 8,000 employees.

- **Lubbock, Texas.** MAG just completed a Comprehensive Classification and Compensation Study for the City of Lubbock. MAG conducted orientation sessions, a comprehensive market survey, and 1,800 employees completed MAG's online Job Analysis Questionnaire. A report was issued and presented to City Council for current implementation by City staff. Class specifications were finalized in addition to training in MAG's Classification Manager software.

- **City of Deltona, Florida.** MAG is currently conducting a Comprehensive Classification and Compensation Study for the City of Deltona. MAG conducted orientation sessions, a market survey, and all employees are completing MAG's online Job Analysis Questionnaire. A draft report has been provided for review.

➢ **Jacksonville Port Authority, Florida.** MAG is currently completing a Comprehensive Classification and Compensation Study for this port in Florida.

➢ **City of Oviedo, Florida.** MAG is currently conducting a Comprehensive Classification and Compensation Study for the City of Oviedo. MAG conducted orientation sessions, a market survey, and all employees are completing MAG's online Job Analysis Questionnaire. A draft report has been provided for review.

➢ **Manatee County Sheriff, Florida.** MAG consultants conducted a Comprehensive Personnel Study for employees of this large Sheriff's Office. The objectives of the 2009 study included developing a plan to help maintain externally equitable and competitive salaries for all classifications. An update of the structure was completed in August 2011. MAG just completed (2012) a follow-up and updating of the software in 2014. The Sheriff has requested a current larger project for 2016.

➢ **Charlotte County Sheriff's Office, Florida.** MAG recently completed a Comprehensive Classification and Compensation Study for the Sheriff's Office. MAG conducted orientation sessions, a market survey, and all employees completed MAG's online Job Analysis Questionnaire. A draft report is being reviewed by the Sheriff at this time.

➢ **City of Rock Hill, South Carolina.** MAG is currently conducting a Comprehensive Classification and Compensation Study for the City of Rock Hill. MAG conducted orientation sessions, a market survey, and all employees are completing MAG's online Job Analysis Questionnaire.

➢ **Philadelphia.** The City completed a lengthy review process and checking of references. The focus in this project was on executive positions, ensuring their accurate and appropriate classification and placement within the pay structure. Recommendations were also developed to establish appropriate staffing levels for the Human Resources Department.

➢ **Bibb County, Georgia.** This is a very recent Human Resources Audit. The HR function was reviewed for major policies, procedures, and practices with a series of improvements identified, including a total reorganization of the HR function. Recommendations were developed for teacher recruitment and retention, human resource information systems and recordkeeping, and methods to improve HR service delivery to schools and principals. A presentation was made in April 2013. The client requested additional follow up work for a comprehensive classification and compensation study, completed in 2014.

➢ **Brownsville, Texas.** MAG just completed a Comprehensive Classification and Compensation Study for the City of Brownsville. MAG has conducted orientation sessions, a comprehensive market survey, and 1,000 employees completed MAG's online Job Analysis Questionnaire. A report was issued and was presented to City Council in February 2015 for implementation by City staff. Class specifications were finalized in addition to training in MAG's Classification Manager software.

➢ **Greenwood County, South Carolina.** A comprehensive classification and compensation study was completed for the County government. In addition, MAG is currently finalizing the development of an online performance evaluation system for County employees at the request of the County Manager.

➢ **Queen Anne's County, Maryland.** MAG is currently completing a Comprehensive Classification and Compensation Study for this government. A complete draft report was provided in December 2015.

➢ **Jefferson County Schools, Kentucky.** MAG conducted a Classification and Compensation Study for this major district in the Louisville area. The study included analyzing individual jobs to develop an internal ranking and classification of over 5,000 employees, surveying the labor market to develop competitive salary ranges for each position, as well as doing a labor market review to assist in designing a market competitive structure for the Schools' instructional staff.

➢ **City of Charleston, West Virginia.** MAG is currently conducting a Comprehensive Classification and Compensation Study for the City of Charleston, West Virginia. MAG conducted orientation sessions, a market survey, and all employees are completed MAG's online Job Analysis Questionnaire. A draft report is being evaluated in February 2016.

Additional HR Projects

- Washington Council of Governments (WASHCOG);
- Charleston County, South Carolina;
- Town of Vienna, Virginia; (2013)
- Baltimore County, Maryland;
- New Braunfels (utilities), Texas;
- San Antonio, Texas;
- Cherokee Nation Enterprises (OK);
- City of Daytona Beach, Florida;
- Sedgwick County, Kansas;
- Nashville/Davidson County Schools, Tennessee;

- Oklahoma City, Oklahoma;
- Travis County, Texas;
- State of Florida, Office of the State Courts Administrator - study of all Court positions – 3,300 employees;
- Richmond, Virginia – 3,000 employees;
- Chesapeake, Virginia – 2,500 employees;
- Parish of East Baton Rouge, Louisiana;
- Detroit/Wayne County Airport Authority.
- Maryland Health Care Commission;
- Maryland Health Care Cost Review Commission;
- Maryland Board of Nursing;
- Round Rock, Texas;
- Texas Woman's University;
- University of North Texas;
- Dallas Area Rapid Transit;
- Bastrop County, Texas;
- Corpus Christi (airport), Texas;
- Dallas Independent School District, Texas;
- Ysleta Independent School District, Texas;
- Fairfax County Public Schools, Virginia;
- State of Massachusetts Community College System.

Partial Client List for MAG Principals

Alachua County, Florida
Baltimore County Community College, Maryland
Black Hawk College, Illinois
Brevard County, Florida
Broward County, Florida
Carson Products, North Carolina
Charleston Housing Authority, South Carolina
Chatham County, North Carolina
Chester County, Pennsylvania
Citrus County, Florida, Sheriff's Department
City of Grand Prairie, Texas
City of Alexandria, Louisiana
City of Asheville, North Carolina
City of Bal Harbour, Florida
City of Bay Harbor Islands, Florida
City of Belleview, Florida
City of Brooksville, Florida
City of Cape Coral, Florida
City of Cayce, South Carolina
City of Cocoa Beach, Florida
City of Columbia, Missouri

City of Davie, Florida
City of Destin, Florida
City of Eustis, Florida
City of Greenacres, Florida
City of Hammond, Louisiana
City of Holly Hill, Florida
City of Indian River Shores, Florida
City of Johnson City, Tennessee
City of Kalispell, Montana
City of Lake Park, Florida
City of La Porte, Texas
City of Oak Ridge, Tennessee
City of Franklin, Tennessee
City of Palm Bay, Florida
City of Pascagoula, Mississippi
City of Pointe Coupee, Louisiana
City of Portsmouth, Virginia
City of Riviera Beach, Florida
City of San Francisco, California
City of Sarasota, Florida
City of Satellite Beach, Florida
City of Sevierville, Tennessee
City of Stuart, Florida
City of Tamarac, Florida
City of Wilton Manors, Florida
Collier County, Florida, Sheriff's Office
Dallas Independent School District, Texas
Dougherty County, Georgia
Fairfax County Public Schools, Virginia
Florida Department of Citrus
Haywood County, North Carolina.
Huntsville City Schools, Alabama
Jacksonville, Florida, Transportation Authority
Lake County, Florida, Sheriff's Office
Lee County, Florida, Tax Collector
Manatee County, Florida
Marion County, Florida, Tax Collector
Montgomery County, Virginia
Nez Perce Indian Tribe, Idaho
Massachusetts Community Colleges, Mass.
North Carolina Department of Juvenile Justice
North Miami, Florida
Okaloosa County, Florida
Ouachita Parish, Louisiana
Palm Beach County, Florida, Schools
St. Johns County, Florida, Property Appraiser
Town of Ponce Inlet, Florida
Wayne County Airport Authority

Baltimore County Public Schools, Maryland
Bastrop County, Texas
Brevard County Sheriff's Office, Florida
Broward County, Florida, Sheriff's Office
Charleston County, South Carolina
Charlotte County, Florida
Cherokee County, North Carolina
Citrus County, Florida
Citrus Hills Investment Corporation
City of Acton, Massachusetts
City of Altamonte Springs, Florida
City of Atlanta, Georgia
City of Baton Rouge, Louisiana
City of Belle Glade, Florida
City of Boynton Beach, Florida
City of Bowling Green, Kentucky
City of Brownsville, Texas
City of Casselberry, Florida
City of Chesapeake, Virginia
City of Colonie, New York
City of Cooper City, Florida
City of Dania, Florida
City of Daytona Beach, Florida
City of Dover, Delaware
City of Dunedin, Florida
City of Fairborn, Ohio
City of Gulfport, Florida
City of Highland Beach, Florida
City of Hollywood, Florida
City of Jacksonville Beach, Florida
City of Juno Beach, Florida
City of Kenosha, Wisconsin
City of Lake Worth, Florida
City of Mount Dora, Florida
City of Mount Pleasant, South Carolina
City of Naples, Florida
City of Ocala, Florida
City of Ormond Beach, Florida
City of Pantego, Texas
City of Pembroke Pines, Florida
City of Port Orange, Florida
City of Richmond, Virginia
City of Safety Harbor, Florida
City of Sanibel, Florida
City of South Daytona, Florida
City of Tallahassee, Florida
City of Wellington, Florida
City of Williston, Florida
City of Winter Park, Florida
Corpus Christi Airport, Texas
Davidson County, North Carolina
Escambia County, Florida, Utilities
Florida Community College at Jacksonville
G.E.O. Services, Inc
Hernando County, Florida
Iberia Parish, Louisiana
Lake County, Florida
Lake Worth, Florida, Utilities
Levy County, Florida, Property Appraiser
Los Angeles Housing Authority, California
Marion County, Florida, Sheriff's Office
Nineteenth District Court, East Baton Rouge, Louisiana
Northampton County, Virginia
North Miami Beach, Florida
Orange County, Florida, Public Schools
Palm Beach County, Florida Clerk of the Circuit Court
Palm Beach County, Florida, Sheriff's Department
Tift County, Georgia
Town of Lauderdale by the Sea, Florida

References and Points of Contact

➤ **Lexington Fayette Urban Consolidated Government, Kentucky.** MAG just completed a Comprehensive Classification and Compensation Study for the consolidated government of Lexington. A report was issued and presented to City Council for current implementation by City staff. The study was approved and is being implemented. Follow up training in description writing was done in 2015.

Contact: Tammy Walters
                            Lexington-Fayette Urban County Government
                            Division of Human Resources
                            phone: 859.258.3126
                            twalters@lexingtonky.gov

➤ **Jacksonville, Florida.** MAG concluded a comprehensive classification and pay plan study of appointed officials and employees for the (consolidated) City of Jacksonville. These are the top positions in this major city. The study included a salary survey, job analysis, recommendations for a pay and classification plan that is both internally and externally equitable, the development of several implementation cost scenarios, and training for City human resources personnel in MAG's HR software. A current study of 3,000 City positions is in progress at this time.

Contact: Diane F. Moser
                            Division Chief of Talent Management
                            Employee Services Department
                            117 W. Duval Street
                            Jacksonville, FL 32202
                            904-630-2427
                            dmoser@coj.net

➤ **Washington Council of Governments.** MAG has conducted several Compensation and Classification projects for the Washington (D.C.) Council of Governments. The objectives of the 2006 study included developing a compensation plan to help maintain externally equitable and competitive salaries for all classifications. The labor market included local governments in the greater Washington area. Studies were also performed every year since 2009.

                    Contact: Imelda Roberts
                            Human Resources Director
                            777 North Capitol Street, N.E. Suite 300
                            Washington, D.C. 20002-4239
                            (202) 962-3240
                            iroberts@mwcog.org

➢ **City of Deltona, Florida: (current study)**

> Cara Burgess PHR
> Human Resources Manager
> City of Deltona
> 2345 Providence Blvd
> Deltona, FL 32725
> 386-878-8753
> cburgess@deltonafl.gov

➢ **Manatee County Sheriff, Florida.** MAG consultants conducted a Comprehensive Personnel Study for employees of this large Sheriff's Office. The objectives of the 2009 study included developing a plan to help maintain externally equitable and competitive salaries for all classifications. An update of the structure was completed in August 2011. MAG just completed (2012) a follow-up and updating of the software in 2014.

> Tom Salisbury
> Manatee County Sheriff's Office Comptroller
> tom.salisbury@manateesheriff.com
> 941-747-3011 Ext. 2033

➢ **Broward County, Florida**

> Kevin B. Kelleher, Director
> Human Resources Division
> 115 S. Andrews Avenue, Room 508, Fort Lauderdale, FL 33301
> Office: 954-357-6005 Fax: 954-357-8414
> E-Mail: kkelleher@broward.org

➢ **Falls Church, VA: (recent 2015 study).**

> Richard Parker is HR Director, at 703-248-5129 (direct line)

➢ **City of Hampton, VA**

> Nicole M. Clark, MSHRM, SPHR, IPMA-CP
> Director of Human Resources
> City of Hampton
> 22 Lincoln Street
> Hampton, Virginia 23669
> 757.727.6522 phone

SECTION 4.0

PROJECT APPROACH/METHODOLOGY

Section 4.0 – Project Approach/Methodology

Project Understanding and Scope of Services

We are able to firmly state that we have the experience from hundreds of similar projects to ensure success in your study. Supplementing the experienced MAG staff are software tools that enable us, and ultimately the HR Department as well, to both create and maintain your compensation system with accuracy and efficiency. *You will be assured of both internal and external equity in the system.*

MAG understands the specifics regarding the scope of services will include:

Phase 1

- Development of a comprehensive set of position descriptions that are compliant with current laws, policies, regulations, and rules at the national, state, and local level. MAG will employ job questionnaires, job audits, and personal interviews to develop recommendations and instruments for the ongoing internal administration and maintenance of the proposed classification and compensation structure and philosophy.

- We will work with the City to develop a section that identifies the position's level of involvement in an emergency situation. The severity and nature of the emergency will be included in the position descriptions.

- MAG's compensation analysis will include both internal and external equity measurements. The market comparison will include both public and private entities, and consider cost of living variances. MAG's market survey will include a review, comparison and analysis of standard benefit offerings and best practices and recommendations on how the City can enhance its benefit and total compensation competitiveness, if found to be lagging.

- MAG will provide a copy of the survey results to the City and each survey participant.

- This phase also includes verifying the classifications with the current Fair Labor Standards Act (FLSA).

- MAG will ensure that all classifications are in full compliance with all applicable federal and state statutes and regulations, including the Americans with Disabilities Act.

- MAG will review Equal Employment Opportunity (EEO) classification codes; in the case of an error, a recommended code will be provided to correct the error.

- MAG will provide training for HR staff on the methodology used to create the classification and compensation structure and classification assignments so that it may be properly maintained, as new positions are added and existing positions are modified in the future.

MAG's job evaluation system will provide management with a common language for discussing jobs, quantifying differences of opinion, and a means of achieving a consensus.

MAG's system will ensure that resulting job evaluations should translate into an internal compensation structure.

The set of position descriptions resulting from this first phase of the project supports the development and production of the documents requested in the next two phases.

MAG will meet with top City management, including Human Resources staff, to discuss compensation/classification system issues and areas of concern at the inception of the project.

MAG will prepare a fully documented final report with recommendations including implementation options and costs for each option. This report will include the steps and strategies necessary for implementing each option, with the objective of minimizing the amount of movement across grade levels for the employees, and to keep the fiscal impact of the recommendations and implementation options to a level that can be managed over time.

MAG will meet with top City management to explain and discuss these recommendations and implementation options, and make formal presentation(s) to the Mayor and City Commission, as desired by the City. Additionally, MAG will conduct a series of meetings with affected employees to outline the study methodology and results, and to respond to questions.

Phase 2

- We understand that this phase includes developing organizational charts, job families, and career ladders. We will work with the City to establish the criteria for job families and the minimum qualification for each level within the career ladder. Each job family or career ladder will have a corresponding salary progression that recognizes the additional responsibility, authority, and decision making capabilities required at each step on the ladder.

As an overlay to the classification system, a series of career ladders, lattices and job families will be developed, as appropriate, to provide avenues for managerial flexibility as well as individual employee incentive and achievement.

Phase 3

- In this final phase, MAG will develop job competencies for each of the jobs within a family. These competencies will facilitate future employee performance feedback and succession planning initiatives. This will provide engaging career paths for employees to ensure that employees are leveraged to their potential and progress in the organization in a manner that takes care of their job preferences, long-term goals and identified competencies.

    These services are consistent with the services MAG principals have provided to hundreds of local government agencies over a 30-year period.

PROPOSED PROJECT METHODOLOGY FLOWCHART

Compensation and Classification Study Process
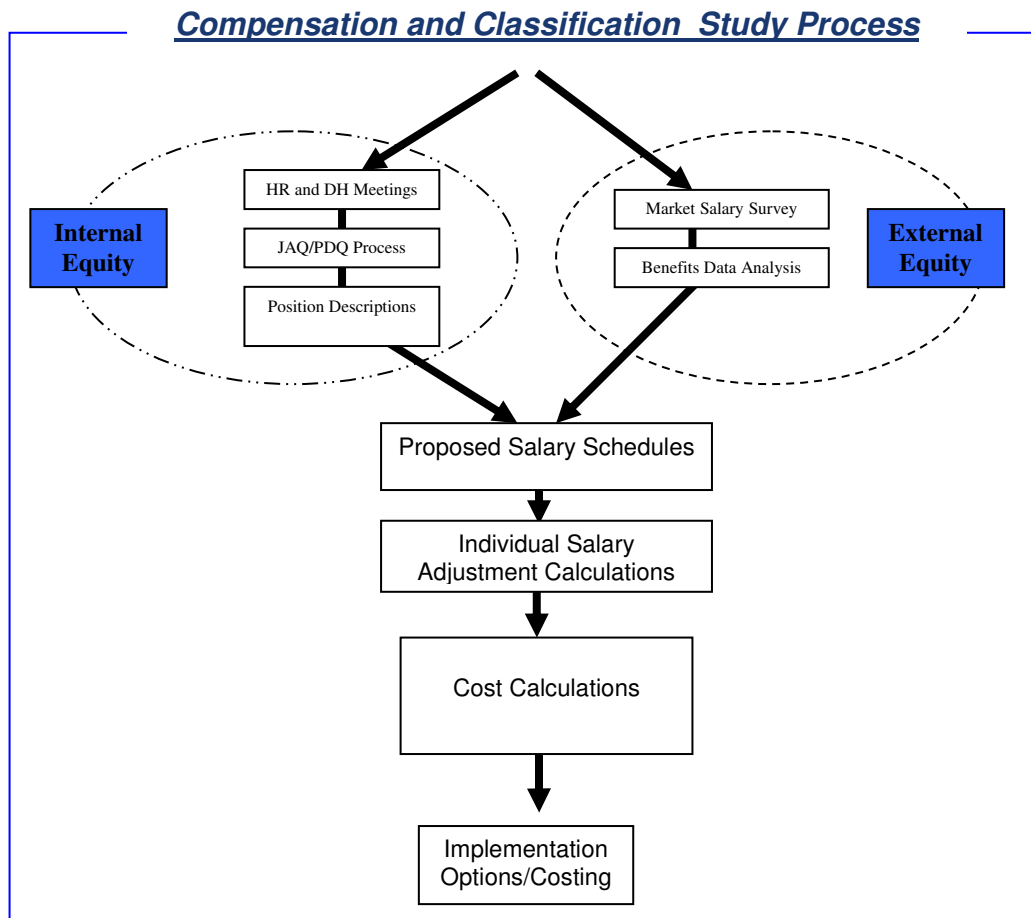
Project Initiation and Data Requirements

Initial Meetings   Upon agreement to proceed, MAG's study team will meet with management, HR and departmental staff, and other appropriate personnel to request background information, review the objectives of the study, and discuss concerns and issues.

MAG's representatives will meet with Department Heads to discuss the strengths and limitations of the current human resource system and identify any classification and compensation concerns that exist within each of their departments. Department Heads will have significant input into identifying their issues as the project moves forward. Input from these meetings and subsequent meetings will allow MAG to assist with refining and articulating a sound compensation philosophy that can be used to drive future decisions.

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Department Head Input   At the outset of the study MAG representatives will meet with HR Executive Leadership staff, and Department Heads to communicate goals and objectives. Supervisors will also be provided with an "Administrative Issues" forms, which will guide them in providing feedback on problem areas or concerns and to identify positions in need of review. **We will also conduct managed Focus Groups for employees by selecting employees from various occupational categories. This will allow for input into study issues and concerns at the employee level.**

Data Required

➢ Current Employee & Payroll Data
➢ Organization Charts
➢ Pay and Classification Plan
➢ Salary Schedules
➢ Personnel Policies

We will discuss:

➢ The City's positive efforts in conducting a compensation study are communicated at the outset of the study, thereby gaining the support and cooperation necessary to conduct a successful study;

➢ An overview of the study goals and objectives, thereby ensuring staff are apprised of the City's intentions to maintain a competitive salary system;

➢ The study approach and critical aspects of the project so staff is made aware of and understands the project's important milestones and schedule, as well as their contribution to adhering to established timelines; and,

➢ An opportunity to ask general questions pertaining to the project so that concerns can be addressed at the outset of the study.

Internal Equity

As a tool in supporting MAG's comprehensive and professional approach, we have developed and utilize a Windows™ based system, ***Classification Manager®***, an evaluation system that integrates current market data through Linear Regression Modeling. ***When the City sees the efficiency and effectiveness of the software tool developed by MAG specifically to accomplish compensation projects and to support the goals and vision of our clients, you will see that there is <u>no true comparison</u> on the market by any of our competitors. The software will be licensed to HR at no additional cost for ongoing use to maintain the system for many years to come.***

Job Questionnaires – Full Documentation in an Easy to Use Format

MAG has developed a highly efficient online job questionnaire process for employees. Supervisors access their employees' questionnaires for review and comment. Supervisors are advised in the orientation sessions not to alter employee submissions. Job questionnaires can be printed at any time following completion of the questionnaire. This approach enables MAG to make distinctions at the employee level.

Your project will include the completion of job analysis questionnaires and use of the software to generate reports. *You will see that MAG's online Job Questionnaire is comprehensive and easy to complete, and has been successfully completed by over 250,000 employees at all levels in school City's and local/state government agencies.*

We utilize and propose to client organizations that the position evaluation process be conducted by means of a quantitative job evaluation system. We have developed and utilize a Windows™ based system, *Classification Manager*®, an evaluation system that utilizes Point Factor Analysis and integrates current market data through Linear Regression Modeling. This evaluation tool provides accurate, defensible analyses with multiple reporting and tracking options. The system is used to evaluate each job classification in *Classification Manager*® to determine a point value. The evaluations provide a quantitative score and identify similar jobs in the current plan(s). **The system is an outgrowth of the federal FES system and has been tailored to the needs of local government.**

For each job, the following factors are measured to establish internal equity:

Data Responsibility	**Judgment**
People Responsibility	**Complexity of Work**
Assets Responsibility	**Impact of Decisions**
Experience	**Physical Demands**
Education	**Unavoidable Hazards**
Math	**Safety of Others**
Communications	**Equipment Usage**

The software is used for the integration of current market data and employee information to produce informative, innovative, and budget projection reports.

The information submitted in the online job questionnaire is downloaded by MAG International, Inc. for review and analysis. The job data is used in the production of position descriptions and for job analysis and classification of positions.

MAG is often able to assist clients in streamlining the classification system by grouping jobs that are substantially similar into a consolidated job class.

MAG's unique software system, *Classification Manager®,* also retains the employees' "working title" thus reducing any resistance to migrating from a wider number of "working titles" to a more streamlined number of classification titles. Simplification increases understanding and improves the efficiency of administering the plan. In addition to consolidating positions, MAG groups positions into occupational categories.

Review of Progression in the System

MAG will identify whether there is an opportunity for advancement within the different occupational families. This will assist you in identifying career ladders/promotional opportunities that logically occur within the organization. This will address Phase II requirements.

Review and Evaluation of Salary Structure

In developing an effective salary structure, the overriding goal is to establish a system that is internally equitable and externally competitive. To ensure internal equity, each position must be reviewed by evaluating effort, skill, responsibility, and working conditions in accordance with the Equal Pay Act of 1963. External competitiveness must be achieved through the analysis of current competing labor market data. The pay plan(s) should be evaluated for vertical and horizontal consistency according to these criteria. Equal pay for equal work and equal pay for comparable work must be established within the pay structure to ensure internal equity.

Salary Plan Design

At the outset and during the course of the study, we discuss specific pay plan design so as to ascertain goals and objectives. Consequently, the most appropriate plan design is determined and applied to your proposed pay plan. During the market analysis and classification analysis process, the following goals are accomplished:

1. Economic anomalies in the marketplace are identified and addressed.

2. Internal classification/jobs are confirmed, thereby establishing an internally equitable organizational hierarchy.

3. External market data is integrated into the pay structure, thereby establishing an externally competitive pay plan.

4. The feasibility of various pay plan designs are evaluated, and pay ranges are established for each job, to include minimum, midpoint, and maximum range values.

5. All study group employees are allocated to the recommended pay plan, to include pay range, job title, and (where applicable) any recommended salary adjustments.

External Market Review of Position Classifications

We develop the market salary survey instrument, provide the survey instrument and target list to HR for review, comment, and suggestions, and contact target organizations to solicit survey participation. The survey instrument will be customized to meet your needs. We will address the target agencies noted in the City's RFP.

MAG prefers to conduct salary surveys on-line via our custom internet survey, but alternative formats (hard copy, email & facsimile) are also available. For your study, MAG will use the identified sources of data and manage the input directly into our *Market Manager®* software program.

MAG also has a large, current database of compensation data which can also serve as a resource. We will supplement the targeted private sector companies with published sources.

Survey Instrument Content

Each survey instrument is pre-populated with the following information for review by the target organization:

- Job class title.
- A brief description of the job class.
- Required qualifications of the job class.

We will then enter the following survey data into *Market Manager* ®:

- The respondents matching title and degree of match;
- Minimum, mid-point and maximum pay ranges;
- Notes regarding differences between the City's and respondent's job class.

At the close of the survey phase, we analyze the received survey response data and compile market study results for your review, evaluation, and comment. Once final results are calculated, we submit the completed market report and recommendations.

The market report includes:

➢ Overall raw data and response from the survey participants and our analyses of the received data;

➢ Our recommendations for use of the received data in the development of the subsequent pay plan(s) and salary schedule recommendations; and

➢ Discussion regarding any observations by analysis staff during the market survey that are deemed applicable to the overall objectives of the study.

Report of Study Conclusions and Implementation Options Prepared for You

Because *we tailor plans to the specific needs of each organization*, several cost analyses for implementing proposed study recommendations can be considered. The cost by employee to bring staff up to the proposed pay range minimums is the most conservative option and is always provided. Other options, such as length of time in classification and performance histories, can also be used as criteria to assign employees to the proposed plan.

Our program generates analysis reports for each scenario under consideration for implementation.

The analysis reports detail statistical data for each employee according to the selected implementation scenario. **The report details each incumbent by employee number, job code, position number, division, department, proposed pay grade and pay range, proposed salary, and dollar amount (if any) of proposed salary adjustment. Thus, you are provided with an in-depth budget review and forecasting tool to facilitate selection of the most viable and appropriate implementation strategy.**

Once an implementation strategy is determined, we initiate the final reporting phase of the project and provide you with a proposed pay and classification plan report that presents:

➢ Revised pay rates and salary schedules for all classifications in the scope of the study,

➢ Study findings, statistical detail reports, and detailed financial impact scenarios based on your identified goals and objectives,

➢ Implementation options and strategies regarding maintenance and costs of the proposed elements of the plan,

➢ Recommendations for pay administration practices for all issues and elements identified as useful to during the course of study,

➢ Recommendations regarding segregation of employees with respect to entry level compression or other agreed upon criteria (if applicable).

All implementation recommendations and other reports such as the above sample can be exported into multiple software formats, including Microsoft Excel, Microsoft Word, Microsoft Access and PDF formats. All other project related reports/documentation are provided in the client's in-use formats, e.g., Microsoft Word or Excel. These files are provided electronically and in hard copy.

Salary Plan Administration, Maintenance, and Training

We will provide and install a licensed version of the automated *Classification Manager*® system. The system will contain the completed study data and pay plan, and HR staff will receive comprehensive training in the use, administration, and automated maintenance of the plan. The system includes comprehensive user-friendly documentation manuals with step-by-step procedures for the on-going administration of the plan.

We ensure you are provided with the tools and training necessary to administer/maintain the plan. MAG will train HR staff in proper procedures and methods to ensure the plan remains in line with market indicators and organizational changes and/or growth. Thus, your plan will remain fair and competitive with the competing labor market. We remain available as a resource during the transition in the administration of the plan. The licensing of the software requires no additional cost to the budget established for the project. MAG views this as a true competitive advantage relative to other firms.

Staff Responsibilities

MAG, in all of its studies, expects to produce all products in a turnkey fashion, performing all necessary technical and professional work. Staff will be expected to assist MAG's team only in scheduling meetings, transferring data collected for the study, reviewing draft questionnaires, survey instruments, survey target lists, and reports, and providing input into philosophical issues pertaining to the development of a human resource classification and compensation system to meet your needs and preferences.

MAG will request a database of current payroll information for positions to be included in the study. *It is important that these data are supplied in the format required for manipulation by* MAG's *analysts*. This data will be necessary to determine costs to implement the newly developed pay plan(s). All records and databases are kept strictly confidential, and are returned to or maintained upon project completion.

Project Work Plan

MAG has developed a proposed work-plan and project timeline in order to accomplish the scope of services described above.

PROJECT PHASES & WORKPLAN

In order to meet the project's timeline, some of the proposed project activities and tasks indicated below will occur simultaneously. This is an overall project model that will be supplemented with a Project Task Completion List indicating detailed activities and time expectations, that can be monitored by both MAG and the City throughout the project.

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Phase I: Project Initiation

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Objective: To develop a project plan acceptable to all parties, gather pertinent project related data, finalize contractual negotiations, and establish a timeline for project activities and deliverables.

Activities:

- Execute Project Contract.
- Meet with city management, HR and departmental staff to discuss the project's goals and objectives, and to coordinate on-site activities.
- Gather required project data/information, such as current class descriptions, current pay plan, administration policies and procedures, and organization charts.
- Initiate the employee information data collection in required database format in Excel.
- Establish a mutually agreed-upon project work plan, time lines, deliverables, and monitoring procedures that will lead to the successful accomplishment of all project objectives.

Deliverable(s):

- Finalized Project Work Plan.
- Project Contract.

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**Phase II: Development of Compensation Survey Instrument;
Review Current Practices**

Objective: To develop a salary/compensation survey instrument to gather compensation data from survey targets, establish a list of classifications for inclusion in the survey, and define target respondent organizations/published surveys. Review practices for current pay and recommend any needed changes.

Activities:

- Work together with HR and top management to elect appropriate market survey target employers for selected positions that offer comparable employment opportunities.
- Develop draft market salary survey instrument to gather compensation data.
- Review Draft Survey with the Project Manager; revise as necessary and appropriate.
- Develop Final Salary Survey Instrument.
- Conduct survey via internet, telephone, published data, and e-mail for benchmarks; review best practices for supplemental pay.
- Review/clean collected compensation data and compare to current data.
- Develop market compensation summary by classification.
- Review compensation structure and develop recommendations.

Deliverable(s):

- Market Survey Targets and Classifications.
- Survey Instrument.
- Recommendations on compensation design.

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Phase III: Develop Position Descriptions and Conduct Classification Review

Objective: To capture current job data for the development of accurate position descriptions; conduct a review of included classifications for appropriate internal equity/relationships; review the top reporting relationships; review JAQ's for internal equity.

Activities:

- Conduct orientation meetings and distribute information on the ***Job Analysis Questionnaires***® (JAQ) and data gathering instrument. The JAQ is written in an understandable and easy-to-read format. Employees can list the job duties and responsibilities that they regularly perform and any recent changes in work routine. The questionnaire will capture job data for such factors as education levels, experience, decisions, guidelines, complexity, scope and effect, physical demands, and work environment. This will ensure that the entire proposed pay and classification plan "fits" together in a coordinated manner.

- Provide Administrative Issues forms to managers, supervisors, and key staff for their concerns regarding staffing, salary, and recruitment/retention issues. This will be a key component to the communications process, whereby key staff will be able to identify problems and clarify their own roles and responsibilities during the study process.

- Review the Administrative Issues forms completed by administrators, managers, and supervisors to identify comments concerning position levels.

- Conduct required interviews and Focus Groups.

- Review completed JAQ's.

- Develop position descriptions; provide for internal review.

- Evaluate each job class according to key criteria.

- Make assignments and allocations for classes

- Develop pay structure.

Deliverable(s):

- Classification Reviews
- Position Descriptions

Phase IV: Analyze Compensation Study Survey Data

Objective: To gather, compile and analyze salary/compensation data in order to develop a proposed compensation plan.

Activities:

- Review and analyze market compensation data; compare to current data.
- Recommend any needed compensation adjustments to the current system.
- Create a salary design that meets the varying needs of different groups of employees.
- Adjust the compensation architecture as needed to ensure that both the current and future needs are met.
- Provide for internal executive/administrative review.

Deliverable(s):

- Survey Responses.
- Draft Salary Survey Results.

Phase V: Develop Revised Pay Plan

Objective: To develop a revised pay plan.

Activities:

- Conduct analysis and evaluate the structure of the current classification plan(s) in terms of:
  1. supporting the overall goals and objectives;
  2. its ability to provide compensation comparability between and among various groups and classes of positions;

3. its ability to provide a meaningful salary level that not only recognizes the external market, but also recognizes credentials, certifications and experience;

4. developing an initial set of recommended changes in the structure of the current classification system.

- Review recommended changes with the Project Manager and appropriate management staff and make appropriate revisions.
- Develop revised pay plan(s).
- Develop guidelines for maintaining the classification system.
- Provide for internal review.

Deliverable(s):

- Revised Grade Order List and Pay Plan(s).
- Reclassification recommendations (if applicable).

Phase VI: Develop & Submit Draft Project Report, including Phase II and Phase III

Objective: To develop a draft report based on previous study activities and tasks.

Activities:

- Integrate project data and deliverables from previous project tasks into a draft report for internal review.
- This phase includes developing organizational charts, job families, and career ladders. A series of career ladders, lattices and job families will be developed, as appropriate, to provide avenues for managerial flexibility as well as individual employee incentive and achievement.
- Develop job competencies for each of the jobs within a family.
- Provide draft project findings to management for technical review.

Deliverable(s):

- Draft Report.
- RFP Phase II and Phase III deliverables.

Phase VII: Develop & Submit Final Project Report

Objective: To develop a final report of project results, findings and recommendations.

Activities:

- Revise draft report as necessary and appropriate based on technical review, database additions/update and administrative review; develop and deliver final report.
- Present project findings.
- Provide all study documentation.

Deliverable(s):

- Final Report.
- All Study Documentation.

Phase VIII: Conduct Software Training & Technology Transfer

Objective: To provide the results of the project, software system, and training for HR staff.

Activities:

- Provide for technology transfer of project related data and materials.
- Conduct software and plan training for selected HR personnel.

Deliverable(s):

- MAG's **Classification Manager**® software (licensed for selective use internally).
- **Classification Manager**® Training/User Manual.
- Training seminar for selected HR staff on **Classification Manager**® software, plan polices, and guidelines for maintenance.