



TOWN OF WESTWOOD
COMMONWEALTH OF MASSACHUSETTS

REQUEST FOR PROPOSALS
CLASSIFICATION AND COMPENSATION STUDY
RFP # BOS-24-R-010

I. Introduction

The Town of Westwood, Massachusetts seeks a Contractor to perform a Classification and Compensation Study for the Town.

All Responses to the RFP shall be received by the Town of Westwood **no later than 11 am on February 27, 2024**. Responses must be delivered electronically to procurement@townhall.westwood.ma.us. Proposals are not to be sent to any other email address. There will be two emails – one for Non-Price Proposal, titled “HR Class & Comp Study – Non-Price.” and one for the Price Proposal, titled “HR Class & Comp Study –Price.”

Proposals received after the time and date established herein **SHALL NOT** be accepted or considered, regardless of the cause for delay in the receipt of such proposal(s). All proposal submittals must be received by the established time and date.

Any questions concerning this RFP must be submitted in writing to:
procurement@townhall.westwood.ma.us.

The proposal must include a non-collusion form, tax compliance certificate, bid pricing sheet, and reference form.

The Town of Westwood is an equal-opportunity employer and supports Women and Minority-owned Business Enterprises.

II. Overview

The Town of Westwood is accepting proposals from qualified consultants to perform a Classification and Compensation Study. The study will include all full-time Town positions (currently approximately 100 positions). Exceptions to this are: uniformed police and fire personnel, public works personnel (except for Public Works administration), and positions within the Westwood Public School.

The study shall conduct a thorough review of the current classification and compensation system and, if determined, introduce a new classification and compensation system for the Town to meet its needs over the next several years. Recommendations will allow for an efficient and effective classification process, offer fair and competitive wages, comply with state and federal laws, and conform to accepted practices, which will ensure the retention of qualified workers.



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III. Background

The Town of Westwood is located in Norfolk County, Massachusetts, and is a public entity composed of approximately 25 Departments with approximately 210 full-time employees and over two hundred part-time and seasonal employees.

The Town's current classification and compensation system was implemented in 2002 by Human Resources Services, Inc. There are three different groups (Non-Union, Non-Union Library, and Clerical Union (SEIU)). Each group consists of grades or position classifications. Each position classification is associated with a specific salary range. The current rating manual looks to evaluate and rank various levels of positions within the organization. Classification factors include the physical environment, basic knowledge, training, and education, problem-solving skills and effort, physical skills and effort, experience, interactions with others/customer service, confidentiality, occupational risks, complexity, supervision received, supervision given, supervision scope, judgment and initiative, and accountability. Because the Town's existing classification and compensation system is over twenty years old, it is no longer able to accurately gauge the complexities of each position.

Goals of this project include implementing a new classification system by undertaking a comprehensive review of all position titles/descriptions under the new structure. The purpose of this study is for the Town to increase its ability to attract and retain qualified employees and ensure compensation is adequate with assigned duties; and that positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together.

This study will include evaluating and updating existing position descriptions and ranking them within the new Classification and Compensation system. Many position descriptions may need to be updated and some completely rewritten and/or created. Evaluation of positions should include an analysis to determine employment status, exempt or non-exempt, in accordance with the Fair Labor Standards Act (FLSA).

IV. Project Requirements

The scope of work is to be used as a general guideline and is not intended to be a complete list of all work necessary to complete the project. Bidders may include additional details as part of their technical proposal.

The selected Consultant will conduct a review of the Town's current Classification and Compensation system and review it against comparable communities and where appropriate, private industry.



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Based on the analysis results, the Consultant will develop or update position descriptions as needed, classify those positions according to a uniform standard, identify problem areas, recommend updates and implement a framework for a compensation structure that enables the Town to remain competitive in the recruitment and retention of talent. The consultant will be responsible for all data gathering and fact-checking. A final report detailing the findings and recommendations will be provided by the Consultant at the completion of the study. The Classification and Compensation study shall include but not be limited to the following. The Town in its sole discretion, may choose to opt out of certain services, which may be deemed optional.

Classification

1. Review current classification grading methodology, relevant policies, collective bargaining agreements, and understand the issues with the current system.
2. Conduct a comprehensive evaluation of all identified positions (approx. 100) through the use of surveys, questionnaires, position audits, in-person or group interviews.
 - a. FLSA – review existing positions and identify those that may not be compliant with FLSA status (exempt/non-exempt).
3. Recommend appropriate classification for each group of positions, including correction of identified discrepancies between existing and proposed classifications groups.
 - a. Needs Assessment – Rank position descriptions in terms of how necessary or critical the description needs revision or complete re-write, using criteria that considers the relevance of actual vs. written duties or other determined criteria.
4. Using the analysis, re-write the top 25% of the position descriptions with the greatest need, to uniformly reflect the essential job functions, minimum qualifications (education/experience and knowledge/skills/abilities), working conditions (physical demands, work environment, and travel requirements), and certification, licenses, and/or registrations requirements for classification as needed. May include an update of position titles as necessary to fit recommended changes to the classification plan.
5. Provide a template/tool for re-writing position descriptions that the Human Resources Department staff can use to update positions over time.

Compensation

1. Review the current compensation plan and understand the current challenges in recruiting and retaining employees, and internal equity and compression. Review policies and procedures that address progression through the current compensation plan such as step increases, merit increases, and bonuses.
2. Survey no more than 12 comparable municipalities in conjunction with the Town to compare compensation.
3. Identify and recommend a philosophy for the Town's compensation system consistent with values and based on competitive market positions that the Town can strive to maintain.



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4. Based on the analysis and survey data, recommend changes to the present compensation structure. This recommendation may include revisions to the current pay structure and step progression, and recommendations to prevent compression
5. Recommend appropriate classification for each position based on the results of job evaluation.

Consultant to make recommendations and provide implementation strategies related to the placement of positions on the appropriate grade levels and steps of each of the new classification and compensation system including correction of identified discrepancies between existing and proposed classifications. The implementation plan should include how current employees will be affected based on recommended changes to their position's classification.

Two (2) board/staff presentations to discuss the recommendations and final report will be required. These presentations will take place in Westwood or virtually and may occur outside of regular business hours.

The Final report shall include detailed narrative statements that clearly describe the methodologies used to develop surveys for the collection of data, the data collected and its analysis results, and the review process utilized to ensure the identified position matches are accurate and comparable. The report must also explain how the approach used is statistically reliable, valid, and defensible.

Components of the Final Report:

1. An executive summary, explanation of the methodology used, data gathered, analysis, source, materials, critical observations of current processes, and recommendations for changes/updates.
2. An analysis and assignment of each position description to recommended classification. Include if determined by study, a list of position titles that have been determined to be under or over classified. Needs Analysis for all position descriptions ranking those descriptions from greatest to least in need of rewrite or revision.
3. New position descriptions for the top 25% of positions as identified within the needs analysis.
4. Recommendations for compensation adjustments to pay scale as needed. Options for compensating employees who are deemed to have met the maximum in their salary range.
5. Implementation strategy and plan: plan options for an updated Classification and Compensation system with the lowest financial on the Town's operating process.
6. Recommendations for existing policies and procedures related to classification and compensation to ensure plan implementation is maintained and updated appropriately.
7. An electronic copy in editable format.



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V. Vendor Qualifications and Minimum Qualifications

In order to be considered for an award, the bidder must show it has the capacity and the experience to meet the needs of the Town. The bidder must be knowledgeable and experienced in all aspects of Classification and Compensation analysis for municipalities. The bidder must have a proven track record.

The bidder must document to the satisfaction of the Town that it has the available resources (financial, personnel, equipment, and experience) to provide the services requested.

The following are minimum qualifications that must be satisfied

1. The bidder demonstrates the ability to commence and perform required work promptly upon award of the contract
2. The bidder must have possession of all permits, licenses, and professional credentials necessary to perform the services as specified in this RFP.
3. The bidder must have a minimum of ten (10) or more years' experience providing classification and compensation study services to municipal, county, regional district, special district or state agencies.
4. The bidder must have completed similar studies for three (3) or more governmental clients with unionized employees within the last five (5) years.
5. A profile of the company and a list of key personnel who will be responsible for providing services to the Town under this contract must be included. Company information shall include: complete legal name of the Proposer, principal place of business, number of years in business and description of company organization, including of number of staff dedicated to this project.
6. A detailed project narrative including your approach to objectives, specific elements, and tasks associated with services, delineating how the Proposer will be able to provide the services.
 - a. A brief history of the company including the number of years in business providing services specified and key personnel to be dedicated to this project.
 - b. Proposal must include detailed work plan that clearly identifies Town and Consultant responsibilities, milestones objectives and deliverables, timeline for milestones and project completion.
 - c. Implementation Methodology – describe steps to be followed in the completion of the tasks and services outlined in this RFP, project kickoff, estimated timeline, data gathering strategy, milestones schedule and deliverables, and post rollout support.
 - d. Proposal must include a detailed explanation of all the deliverables as requested in the scope of work, including the final study report format, contents, how the data will be organized, etc.
 - e. Discuss how project completion updates will be provided to the Town.
 - f. Provide a contingency plan in the event of unexpected Consultant staff turnover.



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- g. Recommended training plan for Town employees during and after implementation.
- h. Describe support services available to the Town and how they will be provided throughout and post project completion.
- i. Proposals shall include three business references for similar type projects from governmental agencies. References shall include contact name, company name, address, phone number, email address, dates of service, and type of service provided.

VI. Implementation

Provide a narrative corresponding to each of the Implementation items below:

1. Outline all project phases including a description of tasks performed. Clearly define the responsibilities for the Town of Westwood during each phase of the project. During the project, the Town will provide job information.
2. Identify Project team leaders-- names of individual who will oversee this project, including a description of experience. Also identify team members who will assist with transition efforts, to include training.
3. Describe the discovery process including how information is collected.
4. Identify any 3rd party software or service requirement included and/or recommended as part of the proposed solution.
5. Provide any additional information about your organization that you feel is relevant to the decision-making process.
6. A schedule shall be provided. See Section IX.

VIII. Support, Maintenance and Customer Relationship

Provide a narrative corresponding to each of the Support, Maintenance and Customer Relationship items below:

1. Describe the issue escalation processes and policies.
2. Provide the Towns and organizations have implemented your solution overall.
3. Describe your customer retention.



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IX Schedule

Provide a schedule to accomplish the scope outlined, including items addressed in Section VI, Implementation.

X. Price

Provide a Price Proposal to accomplish the scope outlined. The Price must encompass all design, production, and any hardware or software acquisitions necessary for development and maintenance of the Classification and Compensation plan. Specifically identify the following:

1. List of one-time costs and fees. Itemize where possible. This list should be detailed in listing and describing services and the corresponding fees.
2. List any recurring costs or fees and again be as detailed as possible.
3. Identify any other options that are not included in the basic costs but are offered by the vendor.

XI. Proposal Submittal Guidelines and Requirements

Proposals will be opened in the presence of one or more witnesses and registered in accordance with Massachusetts General Law Chapter 30B. Proposals shall not be publicly opened.

Proposals will be submitted electronically via email. Proposals must be submitted to procurement@townhall.westwood.ma.us. Electronic submissions to any other email address will not be opened and will be deleted upon receipt

There will be three parts of Proposals. This project will be broken into two (2) sections: The Non-Price Proposal and the Price Proposal.

All Proposals must contain the following, and any proposal which does not contain all required items may be deemed as non-responsive:

1. Vendor Qualification narrative in accordance with Section V of this RFP
2. Implementation narrative in accordance with Section VI of this RFP
3. Support and Maintenance narrative in accordance with Section VIII of this RFP
4. Project schedule in accordance with Section IX of this RFP
5. Certificate of Non-Collusion, Attachment A
6. Certificate of Tax Compliance – Attachment B



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7. Bidder Reference Form – Attachment C
8. Bid Pricing Sheet – Attachment D

All proposals will remain in effect for a minimum period of ninety (90) calendar days after receipt of proposals.

The price you quote should be inclusive. If your price excludes certain fees or charges, you must provide a detailed list of excluded fees with a complete explanation of the nature of those fees.

If the execution of work to be performed by your company requires the hiring of sub-contractors, you must clearly state this in your proposal. Sub-contractors must be identified and the work they will perform must be defined. In your proposal provide the name, address and EIN of each subcontractor.

Provisions of this RFP and the contents of the successful responses are considered available for inclusion in the final contractual obligations.

XII. Selection Criteria

Proposals will be reviewed and evaluated by the Town of Westwood to determine if the proposal is responsive to the submission requirements outlined in this RFP. A responsive proposal is one that meets all the requirements of the RFP, includes all documentation, and is of timely submission. Failure to comply with these requirements may deem a proposal non-responsive. The Town will evaluate the qualifications, references as well as the pricing to determine the most qualified vendor.

Advantageous proposals will be evaluated based on the bidder's ability to deliver the following:

- The ability to provide and implement a classification and compensation plan that meets the requirements as described in this RFP with minimal customizations
- Vendor's experience with similar customers and similar projects
- Ability to handle a project of the size and scope of a town-wide classification and compensation plan.
- Overall feedback from customer references on vendor's project implementation, performance, reliability, service level and training plan
- Quality and completeness of the proposal



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XIII. Rule for Award

The contract will be awarded to the responsive and responsible bidder offering most advantageous proposal, based on criteria described in Section XII., Selection Criteria, and price.

The Town of Westwood reserves the right to waive any informality or nonconformity with the submission requirements if it is deemed in the best interest of the Town.

The Town of Westwood reserves the right, in its sole discretion, to determine the completeness or compliance of any proposals, the eligibility or qualification of any application, to reject at any time any or all proposals, to withdraw the RFP, and to negotiate with one or more applicants.



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ATTACHMENT A

CERTIFICATE OF NON-COLLUSION

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

Signature of individual submitting bid or proposal

Printed Name

Name of Business

Business Phone Number

Email Address



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ATTACHMENT B

TAX COMPLIANCE CERTIFICATION

Pursuant to M.G.L. c. 62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, I am compliant with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

Signature of individual submitting proposal

Printed Name of individual submitting proposal

Name of Business

Federal Tax Identification Number

Date



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ATTACHMENT C
REFERENCE FORM

Bidder:

Bidder must submit a complete list of all supplies and contracts the past two (2) years of similar size and scope to this project, with contact names and telephone numbers.

Reference:

Address:

Contact:

Phone:

Fax:

Description and date(s) of supplies or services provided:

Reference:

Address:

Contact:

Phone:

Fax:

Description and date(s) of supplies or services provided:

Reference:

Address:

Contact:

Phone:

Fax:

Description and date(s) of supplies or services provided:

Attach additional sheets if necessary



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ATTACHMENT D

**PROPOSAL PRICING SHEET
CLASSIFICATION AND COMPENSATION PLAN**

BIDDER: _____

Pricing Sheet must be completed in legible ink or by typewriter. The proposal price shall be stated in figures. Discrepancies between indicated sum of any column(s) and the correct sum of any column(s) will be resolved in favor of the correct sum. Please Attach Additional Sheets if necessary.

BID PRICE

The Bidder submits this bid proposal to perform all of the work (including labor and materials) as described in the solicitation for this Base Bid Price (including the costs for all Allowances, Incidentals, Bonds, and Addenda):

Total Bid in figures \$ _____

Total Bid in words \$ _____

Signature of individual submitting bid or proposal

Printed Name of individual submitting bid or proposal

Business Phone Number

Printed Name of company submitting bid or proposal

Business Email