

## **Carlow University's Compensation Study**

### **Request for Proposals**

#### **Three Part Proposal**

Carlow University requests proposals for the following services: 1. design of a job classification and long-range compensation system; 2. support and guidance in the development of a performance management program; and 3. completion of a peer group and regional education-based total compensation survey.

The first project is the primary focus of this request and is applicable to all non-faculty, non-bargaining employees in approximately 150 jobs. The second set of services relates to guidance in the design and implementation of a performance management system. Finally, the University wishes to conduct a survey of its peer group relating to total compensation for a sampling of staff and administrative positions.

#### **Current Financial Environment**

For the past several years, Carlow University has been involved in a comprehensive self-review and planning effort. The end result of this effort is the implementation of a strategic action plan with budgetary targets designed to stabilize and enhance Carlow's fiscal outlook long term.

Carlow is in the process of reshaping its financial future by setting in place strategies that will assure the institution's long-term success. Financial efforts are currently focused on investment strategies, budgetary policies, compensation practices, capital improvements, and strategic resource reallocation.

Employee compensation and performance are key issues likely to impact Carlow's future success as a high quality academic institution. As such, we anticipate that any recommendations related to compensation may require a phased implementation over multiple years.

#### **Project Proposal 1: Compensation and Job Classification System**

##### **Scope**

Design and assist with the implementation of a classification and compensation structure for all non-faculty non-bargaining exempt and non-exempt staff.

##### **Goals**

Carlow University's goal is to provide a total compensation system that facilitates recruitment and retention. A critical step towards reaching this goal is the development of a job classification and compensation system that addresses concerns with internal equity while providing the groundwork for maintaining a level of competitiveness within the relevant labor markets.

It is a priority for the University to design a compensation and classification system that is easy to understand and communicate. It is also critical that the system be easily administered and readily updated as market and inflationary changes warrant.

## **Timeline**

Carlow University intends to have a new classification and compensation system designed by November 1, 2019, recognizing that the date of full implementation may require a longer time horizon.

## **Overview of Current Compensation Plan**

Currently, the University employs approximately 200 full time non-bargaining employees in non-faculty positions. (1) University positions are classified by essential job functions, knowledge, skills and abilities, and qualifications. There are 2 classifications applicable to all University personnel. Within the group relevant to this study, exempt and non-exempt. Annual payroll exceeds \$20 million (58% of payroll is for non-faculty, non-bargaining positions).

There is not a formal pay structure at the University for non-faculty, non-bargaining unit positions.

Salaries are a function of departmental budgets and the salary level of departing employees. The result is often internal inequities both within and among departments.

This approach is also characteristic of the hiring of other non-clerical staff positions. While hiring managers may request salary survey information from Human Resources, it is not required and remains at the discretion of the hiring manager. Again, the budgeted amount for the position drives the starting salary for newly hired employees.

## **Consulting Services Desired**

The University is seeking a firm to work with the Chief Financial Officer and the Director of Human Resources (the internal team) (2) to design and assist with the implementation of a job classification and compensation system.

- **Goal Setting/Project Planning** - Goal setting and project planning is critical to the effective execution of this project. The selected consultant will work with the internal team to assess its goals and recommend appropriate methodologies for achieving those goals. The selected consultant must be prepared to guide the University through these decisions, remaining sensitive to University goals and resources. Once this process is complete, the selected consultant will help present the project plan to University leadership.

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1 Approximately 45 employees from the University's Facilities and Police Departments comprise the University's only bargaining units. This group is not included in the compensation design project.

2 The "internal team" may also consist of members of the Business and Finance and Human Resources Staff as assigned.

- **Job Analysis and Documentation** - The selected consultant will provide a framework within which the internal team will work to collect job and classification information. Depending on the methodology elected during the goal setting/project planning phase of the process, the appropriate job analysis will compare jobs internally and to the relevant market. The internal team will perform much of the data collection and evaluation aspects of this step, while the subsequent comparison will be performed by the consultant. The selected consultant will be expected to provide methodologies, surveys and support relating to the data collection process.
- **Job Evaluation** - The selected consultant will conduct job evaluations, thereby determining the relative value of jobs internally and within the market. During the initial goal setting/project planning stage, the University and the selected consultant will determine the most appropriate job evaluation method, taking into account the University's objectives and available resources.
- **Competitive Benchmarking** - The selected consultant will identify existing market data sources and with the assistance of the internal team determine market references for benchmark jobs.
- **Develop Pay Structure** - The selected consultant will develop a set of easy to understand and easily communicated pay ranges based on job analysis and market reference data. The selected consultant will develop definitional guidelines for salary ranges, including hiring and promotion guidelines. The internal team and the selected consultant will work together to slot jobs and/or classifications within the appropriate ranges.
- **Develop Final Pay Plan** - The selected consultant will make recommendations for guidelines, vehicles and tools for pay delivery. The selected consultant will design guidelines for progression within job families; outline transition strategy and develop strategies for maintaining the twin goals of internal equity and market competitiveness over time.
- **Implementation** - Together, the selected consultant and internal team will develop a detailed outline for implementation, develop training and informational vehicles for the ongoing administration of the plan. It is estimated that the selected consultant will participate in one meeting with University leadership to present the final pay plan and two "town hall meetings" with University employees to communicate the final pay plan.
- **Communication** - Throughout the process, the selected consultant will assist the University with appropriate employee communications.

## **Project Proposal 2: Merit-Based Performance Management System Assistance**

### **Scope**

Provide guidance and information to the internal team in the design of a performance management system for all non-faculty, non-bargaining exempt and non-exempt staff. For purposes of this request for proposal respondents should also provide information and rate information relative to the development of training materials.

### **Timeline**

Carlow University would like to implement a merit-based performance management system no later than July 1, 2020. Depending on resource allocation, an earlier implementation date is desirable.

## **Goals**

With the implementation of a revised job classification and compensation system, Carlow University desires to initiate a formal performance management and merit-based compensation structure. Carlow University is interested in rewarding individual performance while also linking rewards to the achievement of individual, departmental and university goals.

## **Overview of Current Performance Management Plan**

Currently, annual performance review procedures are strongly encouraged and required. Managers of non-exempt personnel receive an annual reminder to complete a performance evaluation. This process occurs in January and is not formally linked to compensation.

## **Consulting Services Desired**

- **Develop Framework** - Discuss with the internal team the goals, resources and limitations applicable to a performance based review/compensation system. Provide a framework for designing a performance review structure, including examples and alternative program designs. We currently use an electronic form to conduct performance reviews.
- **Provide Support** - Review internal team decisions, forms and materials. Provide additional information through the implementation process, including training, as necessary.

## **Project Proposal 3: Total Compensation Survey**

### **Scope**

Provide total compensation survey information on a sampling of staff and administrative positions within Carlow's peer group.

### **Goals**

Carlow University's goal is to provide a total compensation package that adequately supports recruitment and retention. To assist it in decisions relative to benefits as part of that total compensation, the University desires a sampling of information from within its peer group.

### **Timeline**

Carlow University wishes to have this information by October 1, 2019. Depending on resource allocation, an earlier implementation date is desirable.

### **Consulting Services Desired**

The University is seeking a firm to conduct a survey of its peer group, taking into account the following components of total compensation:

- A. Base Salary
- B. Healthcare Prescription Drug
- C. Dental

- D. Retirement Savings (403(b) etc.)
- E. Disability
- F. Retirement Welfare Benefits
- G. Time Off (vacation, sick leave, personal leave, vacation buy/sell)
- H. Life
- I. EAP/Employee Support
- J. Moving Expenses
- K. Tuition Rebate/Tuition Exchange
- L. Wellness
- M. Dependent Care Savings Account
- N. Medical Savings Account

The survey should provide a “snap-shot” comparison of total compensation among representative jobs (non-faculty) from no more than 20 peer and regional institutions. The selected consultant will work with the internal team to determine the appropriate peer institutions. An estimate of rates for varying number of institutions or on a per institution basis is desirable.

### **General Proposal Requirements**

#### **Contract Term**

The term of the engagement shall commence as soon as the award is determined. It is anticipated that the compensation plan design will be completed no later than October 1, 2019 with some communication and transitional work requiring a longer time horizon, but with a final service date not later than December 1, 2019. The performance management design services should be completed no later than May 1, 2020.

#### **Work Plan**

The University requires a detailed work plan including, where appropriate, alternative approaches and methodologies.

#### **Rate/Fee Guarantee**

An analysis of the rate/fee structure should be provided for each project, as well as a total for all three plan proposals. Alternative rates for alternative approaches are requested, with a complete analysis of the reasons for the differences.

#### **Personnel List /Higher Education Experience**

A list of professionals assigned to the project, including professional biography and years of compensation design experience is a mandatory proposal item. Each professional’s compensation design experience with higher education, if applicable, must be included. If no reference to higher education experience is indicated, it will be assumed that the professional has no such experience. The University

also requires a listing of other higher education institutions with which the respondent has worked in the area of compensation design.

## **References**

The University requests professional reference information from higher education institutions with which the respondent has worked in the area of compensation design. The name, title and telephone number of a contact person is requested. If the respondent is unable to provide the requested reference information for an institution of higher education, an alternative reference is requested along with a description of the services provided.

## **Anticipated Proposal Review Schedule**

June 24, 2019 - Issue request for proposals

July 10, 2019 - Deadline for submission of information requests

July 24, 2019 - Responses to written requests

July 31, 2019 - Proposals Due

August 31, 2019 - Select vendor/issue letter of intent (3)

## **Additional Information**

Any questions regarding these specifications or requests for additional information must be submitted in writing to the attention of Bridgette Cofield, Director of Human Resources, 3333 Fifth Avenue, Carlow University, Pittsburgh, PA 15213 Fax 412-578-2071 no later than 4:30 p.m. (EST) on July 10, 2019. The University will provide to each respondent the question and answer no later than July 24, 2019. The questioning respondent will not be identified.

## **Evaluation Criteria**

The selection of a successful consultant firm will be determined by the proposal that best serves the interest of the University, taking into account the following:

- The capabilities of the respondent to help the University meet the stated design goals;
- The projected cost of the project. Given that the University has limited resources to allocate to this project, a detailed cost analysis is critical for a successful engagement;
- The ability of the respondent to efficiently deliver consulting services in a manner consistent with the goals and culture of the University; and
- The experience of the firm in the area of compensation consulting with institutions of higher education, particularly private institutions.

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<sup>3</sup> The University reserves the right to narrow the field of respondents and conduct tele-conferences with the selected finalists prior to making a final determination on August 31, 2019.

**Reservation of Rights**

Carlow University reserves the right to reject any or all proposals, award partial proposals, waive any proposal informalities or irregularities, and request new proposals if it is deemed in the best interest of the University.

The University reserves the right to conduct discussions with responding consultants, to seek further information and clarification, to accept revisions of proposals and to negotiate price changes. The University will not disclose information from any proposals submitted.

The University reserves the right to narrow the field of respondents and, if desirable, conduct oral interviews via tele-conference with the respondents, either in whole or in part.

**Equal Employment Opportunity**

Carlow University is an Equal Opportunity Employer and as such makes the following request: The contractors, in submitting proposal and/or filling a purchase order, agrees not to discriminate against any employee or applicant for employment with respect to hiring and tenure, terms, conditions, or privileges of employment or any matter directly or indirectly related to employment, because of race, color, religion, gender, age, sexual orientation, national origin, disability, or identity as a disabled veteran or veteran of the Vietnam era to the extent required by law. The contractors must further agree that every subcontract or order given for the supplying of this order will contain a provision requiring nondiscrimination in employment, as herein specified. This covenant is required pursuant to Federal executive orders 11246 and 11375 and any breach thereof may be regarded as a material breach of the contract or purchase order.

**Enclosed Materials**

All information provided as part of this Request for Proposal is considered confidential. By submitting a proposal, you agree not to disclose the information provided to any third party unless compelled to do so by law. If you are not awarded the project or any portion thereof, you shall immediately destroy the information provided and, upon request, certify to the University that such items have been appropriately destroyed.

## **Appendix**

- I. Listing of Non-Faculty Non-Bargaining Unit Jobs/Positions
- II. Listing of Non-Exempt Job Titles, Classification and Annual Salary
- III. Listing of Exempt Job Titles, Classification and Annual Salary
- IV. Administrative Organizational Chart
- V. Listing of Carlow University's Peer Group and Regional Benchmarking Institutions



# **Appendix I**

## **Listing of Non-Faculty Non-Bargaining Unit Jobs/Positions**

**Non-Faculty Non-Bargaining Unit Jobs/Positions**

<b>Employee Primary Position Description</b>	<b>Position Exempt Status Description</b>
Academic Coach	Nonexempt
Academic Support Coordinator	Exempt
Access Services Librarian	Exempt
Administrative Assistant	Nonexempt
Administrative Assistant 1	Nonexempt
Administrative Assistant 2	Nonexempt
Administrative Coordinator	Exempt
Administrative Expeditor	Exempt
Admissions Representative	Exempt
Assist. Director Campus Life	Exempt
Assistant Dean of Students	Exempt
Assistant Director	Exempt
Assistant Director Greensburg	Exempt
Assistant to Vice Pres/Provost	Exempt
Associate Director	Exempt
Asst Director of Annual Giving	Exempt
Asst Director of Enrollment	Exempt
Asst Director of Equity and Inclusion	Exempt
Asst Director of Student Accounts	Nonexempt
Asst Provost, Academic Operations	Exempt
Asst Teacher (ELC)	Nonexempt
Athletic Coordinator	Exempt
Audio Visual Specialist	Exempt
Billing Specialist	Exempt
Broadcaster - Athletics	Nonexempt
Business Manager	Exempt

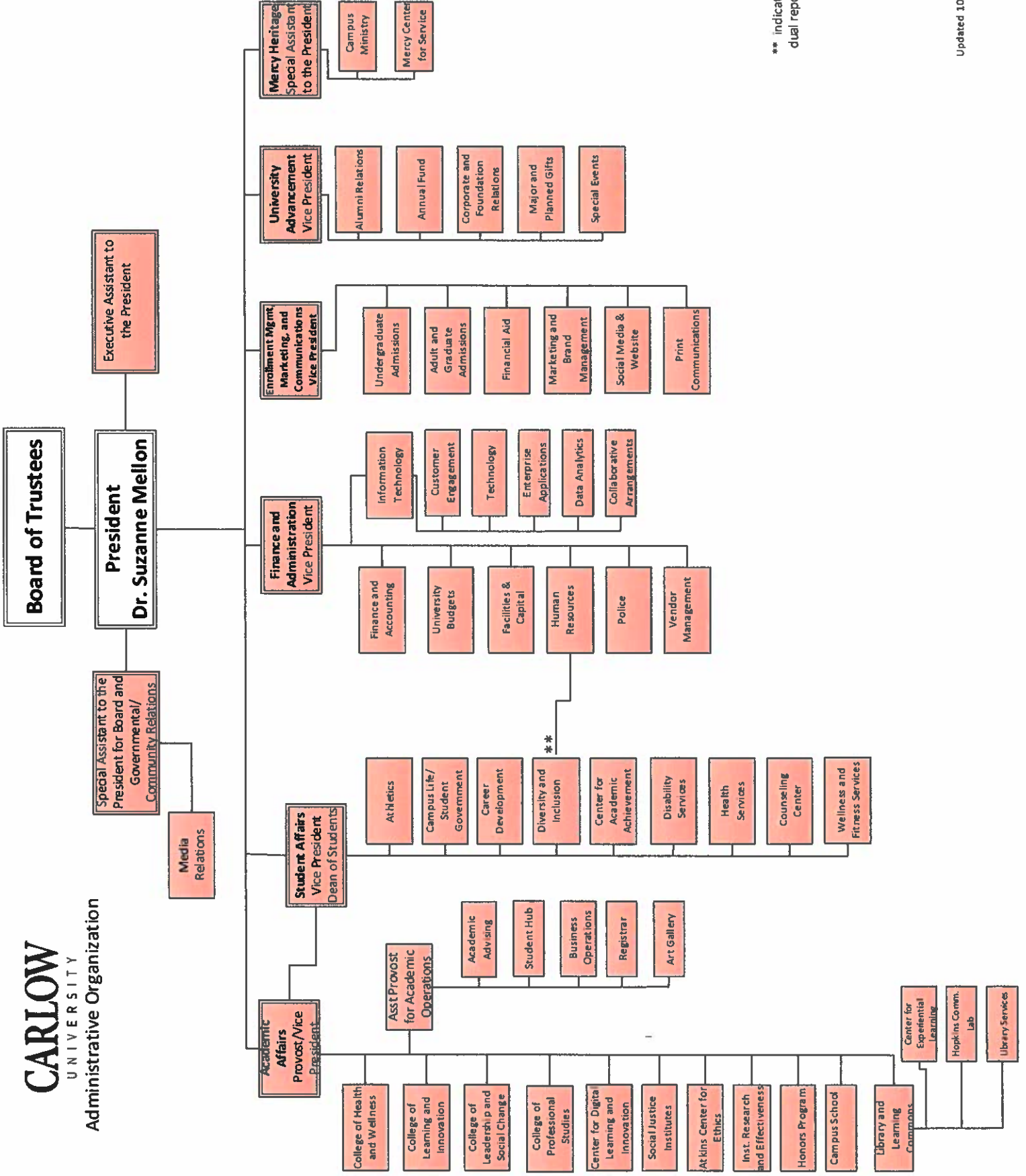
Campus Minister	Exempt
Cash Accountant	Exempt
Cataloger	Exempt
Chief Information Officer	Exempt
Circulation Assistant	Nonexempt
Computer & Media Specialist	Exempt
Controller	Exempt
Coordinator	Exempt
Coordinator of Career Development	Exempt
Coordinator of Undergraduate	Exempt
Coordinator of Work Study	Nonexempt
Counselor	Exempt
Creative Director	Exempt
CYMA Program Coordinator	Nonexempt
Digital Communications Editor	Exempt
Digital Learning & Workforce Devel	Exempt
Dir. - Respiratory Care Prog	Exempt
Director	Exempt
Director - Adv Data Services	Exempt
Director Alumni Engagement	Exempt
Director of Admissions	Exempt
Director of Annual Giving	Exempt
Director of Athletics	Exempt
Director of Corp & Fnds Rel	Exempt
Director of Development Campus	Exempt
Director of Disability Services	Exempt
Director of Enrollment Management	Exempt
Director of Enterprise Apps	Exempt

Director of Graduate Admission	Exempt
Director of Major Gifts	Exempt
Director of Media Relations	Exempt
Director of Mercy Service	Exempt
Director of Univ Budgets	Exempt
Director Social Justice Institution	Exempt
Director Wellness & Fitness	Exempt
Director Special Programs & E	Exempt
Director-Customer Engagement	Exempt
Enrollment Counselor	Exempt
Enrollment Data Manager	Exempt
Enrollment Data Specialist	Exempt
Exec Asst and CHS Coordinator	Exempt
Exec Dir for Digital Learning	Exempt
Exec Dir Library Learn Comm.	Exempt
Executive Assistant	Exempt
Executive Assistant to VP	Exempt
Executive Asst to the Dean	Exempt
Exercise Physiologist	Nonexempt
Financial Aid Counselor	Exempt
Game Crew - Staff	Nonexempt
Head of Campus School	Exempt
HVAC Maintenance Mechanic	Exempt
Information Technology Assistant	Exempt
Instruction and Outreach Librarian	Exempt
Instructional Designer	Exempt
Lead Teacher (ELC)	Nonexempt
Long Term Substitute Teacher	Exempt

IR Data Analyst	Exempt
Mailroom Assistant	Nonexempt
MFA Program Assistant	Exempt
Marketing & Communications Assistant	Exempt
Nutritionist	Nonexempt
Office Assistant	Nonexempt
Payroll Supervisor	Exempt
Peer Career Advisor	Nonexempt
President	Exempt
Procurement Specialist	Exempt
Provost/VP for Academic Affairs	Exempt
Recruiting Coordinator	Exempt
Registrar	Exempt
Senior Accountant	Exempt
Social Media Manager	Exempt
Special Assistant to the President	Nonexempt
Special Asst to the President	Exempt
Sr Associate Director of Enrollment	Exempt
Sr Director	Exempt
Sr Director, Marketing & Communications	Exempt
Sr HR Generalist and Employment Specialist	Exempt
Sr HR Generalist and Recruiter	Exempt
Sr. Apps. Support Analyst	Exempt
Sr. Instructional Designer	Exempt
Sr. Instructional Designer/Workforce Development Coordinator	Exempt
Staff Accountant	Exempt
Statistician - BW - PT	Nonexempt
Stu Rec & Tsfer Cred Asst	Nonexempt

Student Records Assistant	Nonexempt
Student Services Associate	Nonexempt
Student Services Associate	Exempt
Student Success Coordinator	Exempt
Supervisor of Grounds	Exempt
Systems Librarian	Exempt
Teacher	Exempt
Teacher (Extended Day)	Nonexempt
Technical Support Specialist	Nonexempt
Temporary - Loan Coordinator	Nonexempt
Temporary Worker	Nonexempt
Theater Manager	Exempt
Transfer Enrollment Counselor	Exempt
Univ Mental Health Counselor	Exempt
Vice President	Exempt
Vice President of Student Affairs	Exempt
VP for Advancement	Exempt
VP for Enrollment Management & Marketing	Exempt
Writing Consultant	Nonexempt

**Appendix IV**  
**Organizational Chart**



\*\* indicates dual report



**Appendix V**  
**Listing of Carlow University's Peer Group**

## **Carlow University Peer Group & Other Regional Benchmarking Institutions**

### **Peer Group**

Alvernia University (PA)

Holy Family University (PA)

Utica College (NY)

Gwynedd Mercy University (PA)

Ohio Dominican University (OH)

Point Park University (PA)

### **Other Regional Benchmarking Institutions**

LaRoche University (PA)

Saint Vincent College (PA)

Robert Morris University (PA)

Seton Hill University (PA)

Chatham University (PA)