Questions and Answers – October 06, 2015

Office of the Treasurer and Receiver General

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Internet Address:	http://www.state.ma.us/treasury
RFR File Name/Title:	Classification, Compensation and Pay Equity Study
RFR File Number:	TRE RFR HR CCS 2015
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Question 1: In the minimum qualifications section you are requesting the awardee of this contract have a minimum of 10 years' experience. Can we request an exemption from that particular requirement? Should we do so in the proposal itself or a separate communication?

Answer: The minimum qualifications listed in the RFR Response Template (pages 7 and 14) have been amended to: 10 years of work experience in Human Resources, of which 5 years of work experience in classification, compensation and pay equity activities.

Question 2: How many employees would be included within the scope of the project?

Answer: Within the Treasury there are approximately 192 employees in approximately 152 job classifications across various functional areas such as legal, finance, administration, education, information systems, treasury related services, human resources, governmental affairs, and security.

Question 3: How many job classifications would be included within the scope of the project?

Answer: The Treasury has chosen to use the statewide classification system as the foundation for its own classification system. The HR team has done a preliminary review of its positions and has slotted the majority of the 192 positions into approximately 25 statewide classifications; reducing the number of job classifications from 152 to approximately 25. New classifications will have to be created for several titles. It is unknown how many additional new classifications would need to be created.

Question 4: Is there a preference for Massachusetts based firms?

Answer: Firms meeting the qualifications are eligible to submit a proposal. Bidders submitting Proposals must meet the minimum qualifications identified in the Response Template page 7 to be given further consideration in the Treasury's search.

Question 5: Is there a preference for firms who have conducted similar projects in Massachusetts or is it wide open to all?

Answer: Firms meeting the qualifications are eligible to submit a proposal. Bidders submitting Proposals must meet the minimum qualifications identified in the Response Template page 7 to be given further consideration in the Treasury's search.

Question 6: Is a budget established for the project? If so, can you indicate that amount.

Answer: A tentative budget has been established for the project, but no firm budget has been set.

Question 7: The "Invest" criterion is a big red flag to anyone outside of Massachusetts, that says, "we don't care if you have done 500 plus similar studies, if you don't meet "Invest", then you need not even bother applying". Is that about on target, or are we missing something here?

Answer: The bid is not limited to vendors in Massachusetts. We want to emphasize that 95% percent of the scoring is based on the factors as listed in the RFR. 5% of the scoring is given to companies who would create and/or preserve jobs in Massachusetts.

Question 8: When filling out the template, are we to leave all the instructions in place and just write in below the instructions or are we supposed to keep the headings, etc but not include the instructions for each section?

Answer: Please remove instructions, but keep the headings and numbering.

Question 9: We have never filed taxes in Massachusetts and are not registered. This is making it difficult to get a certification of good standing since the process asks for Tax Type, filing frequency, and date first filed. The system will not let us proceed without this information. I have a call and email request sent to see how to get a certificate. This happened to us a few months ago as well when we submitted a written request.

Answer: **As your firm has never filed taxes in Massachusetts and is not registered you will need to fax a paper copy of the "Request for a Certificate of Good Standing and/or Tax Compliance or Waiver of Corporate Tax Lien" to MA DOR and provide a copy of the fax transmission as requested in the RFR template.**

Question 10: Is there an expectation that 100% of incumbents and supervisors will complete position description questionnaires or will sampling be sufficient for questionnaires?

Answer: **The Consultant may collect position description questionnaires from the incumbent and incumbent's supervisor; and may conduct follow-up interviews and/or desk audits as necessary to clarify the information collected. The methodology used for the collection of data will be proposed by the firm.**

Question 11: The materials indicate there are approximately 200 jobs to be reviewed with many preliminarily slotted to 25 new statewide classifications. Approximately how many remain unclassified and what is the estimate of new specifications needed? What is the estimate of updated specifications needed?

Answer: **The Treasury has chosen to use the statewide classification system as the foundation for its own classification system. The HR team has done a preliminary review of its positions and has slotted the majority of the 192 positions into approximately 25 statewide classifications; reducing the number of job classifications from 152 to approximately 25. New classifications will have to be created for several titles. Approximately 50 titles remain unclassified. It is unknown how many additional new classifications would need to be created. The estimate of new specifications needed is 10. The estimate of updated specifications is 25.**

Question 12: For benchmarking and market valuation purposes what, if any, data is currently used or available? Is there an expectation that the consultant will develop and conduct a salary survey or is data from existing surveys and HR information from other state agencies available?

Answer: **The Consultant will collect data and analyze current pay within the local labor market and other state agencies to determine if the Treasury leads, matches or lags the market based on the Treasury's compensation philosophy. The firm may conduct a salary survey or use data from existing surveys for which they have access to. Salary data for other state agencies may be obtained from the Commonwealth Human Resources Division or via the Open Checkbook website which provides details on state payroll.**

Question 13: How many of the 192 Treasury jobs did not fit into the statewide classification system. (Text from the RFR: "New classifications will have to be created for several titles.") (RFR pg.6)

Answer: **Approximately 50 titles remain unclassified. It is unknown how many additional new classifications would need to be created.**

Question 14: Please define "Compensation." Is the expectation for the consultant to focus on salary, or total rewards? (RFR pg. 24)

Answer: **The expectation for the consultant is to focus on salary, not total rewards.**

Question 15: "This RFR is in accordance with the World Trade Organization Government Procurement Agreement." However, neither a copy of or a link to this Agreement is included in the RFR. Does the World Trade Organization Government Procurement Agreement contain any contract terms or conditions not expressly included in the RFR that the Treasury intends to become part the contract for the services the Commonwealth would enter with the successful bidder to perform? (RFR pg. 6)

Answer: **The World Trade Organization Government Procurement Agreement refers to an agreement to ensure open, fair and transparent conditions of competition in government procurements. There are no contract terms or conditions not expressly included in the RFR that the Treasury intends to become a part of the contract for the services procured. Further information about the World Trade Organization Government Procurement Agreement can be found at https://www.wto.org/english/tratop_e/gproc_e/gp_gpa_e.htm.**

Question 16: Treasury states: "The written response (content) shall be limited to replies totaling no more than 20 pages, printed front and back (a total of 40 single sided page equivalents)." We assume team resumes would not be part of the 20 page limit (similar to Commonwealth Forms). Can the Commonwealth please confirm? (RFR pg.9)

Answer: **Team resumes are not part of the 20 page double-sided page limit. The page limit does not apply to any mandatory attachments or additional forms requested.**

Question 17: Will Treasury provide a template for the Cost response?

Answer: **The Cost Response Template for this RFR begins on page 28 of the RFR Response Template. NO COST INFORMATION SHALL BE INCLUDED ANYWHERE IN THE RESPONSE EXCEPT IN A SEPARATE SEALED ENVELOPE.**

Question 18: Based on the RFR Calendar outlined on page 7, we understand the project would start no earlier than November. Are there any key milestones, dates, or business cycles that we should be aware of as we develop our approach (e.g., Executive meetings, budgeting cycles, employee performance management cycle, HR meetings, etc.)? (RFR pg. 7)

Answer: **There are no key milestones, dates or business cycles that would impact the study.**

Question 19: What is the Treasury's intended management and team structure for this project? Will the team include a member with expertise regarding the state classification system?

Answer: **The Treasury's HR team will be involved in the project and will include a member with expertise regarding the state classification system.**

Question 20: The Treasury states "Provide a methodology for future salary band aging." Could the Commonwealth provide more detail on what is needed? (RFR pg. 3)

Answer: **Should new classifications be established, at a future date, after the study is completed, the consultant should provide a methodology for which the Treasury can determine what salary band is most appropriate for the new classification(s). In addition, in terms of salary band aging, the Treasury is seeking the consultant to provide a methodology for adjusting salary bands which may be warranted due to changes in the economy or other factors.**

Question 21: Does the Treasury have access to compensation data from Mass HRD?

Answer: **The Treasury can request compensation data from MassHRD. Salary data is also available on the Commonwealth's Open Checkbook website.**

Question 22: Our company often staffs project managers with 3-8 years of experience in related work and surrounds the project manager and the team with additional subject matter expertise. Is this permissible to the Treasury or does the day to day lead need to have 10+ years of experience?

Answer: The minimum qualifications listed in the RFR Response Template (pages 7 and 14) have been amended to: 10 years of work experience in Human Resources, of which 5 years of work experience in classification, compensation and pay equity activities.