

**REQUEST FOR INFORMATION
COMPREHENSIVE HUMAN RESOURCES INITIATIVES**

REQUEST FOR INFORMATION (RFI) NO. 15010

Section 1 Statement of Need

- 1.1 The West Virginia Higher Education Policy Commission (Commission) and the West Virginia Council for Community and Technical College Education (Council) jointly intend to award contracts early in Fiscal Year 2015 and are seeking solutions and information to aid their market research for planning purposes. The Commission and Council do not intend to award contracts on the basis of these Requests for Information (RFIs) or to reimburse costs to any firm for their responses to this RFI. In reviewing the responses, the Commission and Council may request a meeting or teleconference with responding firms to gain further insight into their capabilities. The Commission and Council are not obligated to hold these meetings with all or any firm. If the Commission and Council decide to meet with a firm(s), they will only meet with firms that respond to this Request for Information. Firms are discouraged from including marketing informational material that does not relate to the services described in the RFI as it will be discarded by the reviewers. The Commission and Council are jointly requesting information via proposed solutions from qualified consultants on the initiatives listed below in priority order. Respondents may combine multiple initiatives in their proposal, or submit separate proposals. Respondents are required to identify those initiatives by number for which responses are submitted.

Responses to the RFI must be justified by industry best practices and include sufficient detail, such as the recommended approach, expected deliverables, communication efforts, and timelines by phase if appropriate. Responses to the RFI will be used to develop specific Requests for Proposal/Bid for public distribution immediately after the RFI deadline and review.

Compensation

- 1.1.1 Comprehensive market compensation surveys for all categories of employees. The West Virginia Legislature requires the comprehensive study be completed by an external vendor every five years.
- 1.1.2 Recommendations for process, procedure and necessary software to support annual market survey updates for maintenance of pay structure(s) developed from market compensation surveys. The West Virginia Legislature requires the Commission and Council to update the compensation survey information annually.

- 1.1.3 Recommendations for process to develop both system-wide and institutional pay philosophies, compensation methods, incentive and merit pay programs, and compensation structures best suited for the various organizational missions and employee types, and designed for oversight by the Commission and Council.
- 1.1.4 Recommendations for process and deliverables necessary to review the Commission and Council’s existing methodology for classifying jobs to ensure an appropriate job worth hierarchy is maintained and results of which are reflective of the appropriate market values.
- 1.1.5 Recommendations for process and deliverables to develop a statewide system for establishing a job worth hierarchy and equitable pay levels for categories of employees not covered under the existing classification system. These categories of employees include non-classified employees and faculty equivalent academic professional positions.
- 1.1.6 Recommendations for process and deliverables to conduct an analysis of faculty data including rank, discipline, size of organization, merit programs, and other relative information for the purpose of establishing appropriate methods and programs for faculty compensation that supports the pay philosophy and mission of each West Virginia organization under the oversight of the Commission and Council.
- 1.1.7 Recommendations for methods to analyze, interpret, summarize and report compensation data to organization presidents, governing boards, Chancellors, the Commission, the Council, and the Legislature that meets the data requirements of West Virginia Code.

Compensation - Internal and External Equity

- 1.1.8 Recommendations for process and deliverables to develop programs or methods for establishing and overseeing compensation equity with consideration for pay levels and organizational distribution of resources that ensures compensation for all categories of employees is fair and equitable when compared to each other and to relative external markets. The program/method must be applicable to a single organization and capable of “rolling up” for inclusion in a group of similar organizations, a single system of higher education, and finally combined to a statewide system that includes all entities under the purview of the Commission and Council. The program/method must include a reporting structure and executive summary/explanation for annual reporting to the Legislature by the Commission and Council. As such, the Commission and Council seek guidance and recommendations from the professional compensation consultants on how best to define and implement this legislative concept

termed “relative market equity”, using generally accepted compensation standards and best human resources practices.

Central Statewide Human Resources System

- 1.1.9 Recommendations for process and deliverables for a project to establish a central statewide integrated human resources system/structure for higher education to provide technical support to organizations and employees as directed and requested on all issues related to the design, development, implementation and administration of the personnel system established by West Virginia Code and duly promulgated rules. The system should provide support to the Chancellors and the twenty-two organizations on a highly diverse range of issues including assistance with a culture of constant improvement, developing business related initiatives involving organizational design, labor cost management, executive recruitment and compensation, leadership and management development, human resources data and technology, and compensation and benefits programs.

Outcomes of this project are: a recommended organizational structure; programmatic recommendations; estimated budget levels; and recommended staffing required to support the initiative, improve efficiencies, enhance reporting and data analysis, improve flexibility for affected organizations as well as meet the legislative intent, objectives and requirements as outlined in Senate Bill 330.

Section 2 Description of West Virginia Higher Education’s Organization

2.1 Twenty-two organizations make up the State supported systems of higher education in West Virginia. The Commission is responsible for developing, establishing, and overseeing the implementation of public policy for West Virginia’s ten public four-year colleges and universities. The Council is responsible for the delivery of community and technical college education that is provided by the state’s nine two-year institutions. The Commission and Council are responsible and accountable to the Legislature. The offices of the Commission, Council and the West Virginia Network for Educational Telecomputing (WVNET) are considered organizations for purposes of this project. The offices of the Commission and Council are located in Charleston, West Virginia while WVNET is located in Morgantown, West Virginia.

The organizations under the jurisdiction of the Commission and Council are listed below:

Commission: Four-Year Institutions/Organizations

1. Bluefield State College, Bluefield, West Virginia

2. Concord University, Athens, West Virginia
3. Fairmont State University, Fairmont, West Virginia
4. Glenville State College, Glenville, West Virginia
5. Marshall University, Huntington, West Virginia
(Marshall University includes the Marshall School of Medicine in Huntington, West Virginia)
6. Shepherd University, Shepherdstown, West Virginia
7. West Liberty University, West Liberty, West Virginia
8. West Virginia State University, Institute, West Virginia
9. West Virginia School of Osteopathic Medicine, Lewisburg, West Virginia
10. West Virginia University Morgantown, West Virginia
(West Virginia University (WVU) includes a School of Medicine headquartered in Morgantown with satellite locations in Charleston and Martinsburg, West Virginia. Additionally, WVU includes two branch campuses: Potomac State College of WVU in Keyser, West Virginia and West Virginia University Institute of Technology in Montgomery, West Virginia.)

Council: Two-Year Institutions/Organizations

1. Blue Ridge Community and Technical College, Martinsburg, West Virginia
2. BridgeValley Community and Technical College, Montgomery and South Charleston, West Virginia
3. Eastern West Virginia Community and Technical College, Moorefield, West Virginia
4. Mountwest Community and Technical College, Huntington, West Virginia
5. New River Community and Technical College, Beckley, West Virginia
6. Pierpont Community and Technical College, Fairmont, West Virginia
7. Southern West Virginia Community and Technical College, Logan, West Virginia
8. West Virginia Northern Community College, Wheeling, West Virginia
9. West Virginia University at Parkersburg, Parkersburg, West Virginia

Section 3 Responsibility and Oversight for the RFIs and subsequent RFPs/Projects resulting from this RFI

- 3.1 Enacted in 2011, Senate Bill 330 creates the position of Vice Chancellor for Human Resources (*West Virginia Code* §18B-4-2a). A link to Senate Bill 330 may be found here: <http://goo.gl/2zL8yw>. The projects for compliance with Senate Bill 330 will be overseen by the Vice Chancellor for Human Resources and the Compensation Planning and Review Committee. In addition, for the purposes of obtaining documentation or clarity of information provided, the

consultant may work directly with Chief Human Resources Officers and or compensation professionals at some or all of the individual institutions.

Section 4 Project Background

- 4.1 The attached “Appendix A - Important Reference Information” provides the respondent with important detail, links and resource information.

Over the past decade, the human resources function within West Virginia higher education has received substantial legislative attention. In the early to mid-2000s, certain human resources areas were the topic of legislatively-mandated studies (Senate Bill 603) to determine consistency in the application of statewide rules and policies as well as to establish human resources best practice standards. Later efforts involved studies of the compensation of classified employees as well as the method of assigning values to the compensable characteristics of those positions (point factor methodology). Finally, in early 2011, the Legislature enacted Senate Bill 330 in which the results of the prior studies and efforts to establish human resources consistency and uniformity across the systems were again codified and the primacy of the Legislature in the control of that function was reemphasized.

- 4.2 Senate Bill 330 requires market salary surveys be conducted by an outside consultant every five years. Until Senate Bill 330, market salary surveys had been done only for the classified category of employees. Senate Bill 330 expands this requirement to all categories of employees, Classified, Faculty, and Non-Classified. The initial use for the salary survey under *West Virginia Code* §18B-7-8 is to report to the Legislature how West Virginia higher education system employees’ salaries compare against appropriate regional and national markets. Senate Bill 330 requires two additional uses for that data: (1) to create a new classified employee salary schedule, and; (2) to provide a means of testing compensation equity between employee categories.

- 4.3 Based on the initial market salary survey and recommendations by the compensation consultant, the Commission and Council will replace the existing classified salary schedule as contemplated by *West Virginia Code* §18B-9A-6. It is anticipated that the new schedule will contain pay grades, each with a minimum, midpoint and maximum salary level. The Code requires the Commission and Council to develop and maintain a “market salary structure” and “minimum salary schedules” and allows an annual review of the market data by the Commission and Council with the flexibility to adjust the market salary structure if the resulting data supports the adjustment. Both the market structure and the minimum schedule are applicable to all classified employees at all organizations of the Commission and Council.

West Virginia Code §18B-9A-6(g) allows the Commission and Council to annually approve a minimum salary schedule that sets forth a compensation level

for each step and pay grade below which no organization classified employee may be paid. That minimum schedule will be derived by applying a percentage (to be determined by the Commission/Council) to the classified market salary structure produced as a result of the survey. *West Virginia Code* §18B-9A-6(g)(1). Organizations will be free to adjust this percentage upwards but no organization will be permitted to pay below the minimum figure. *West Virginia Code* §18B-9A-6 also permits the Commission/Council to annually readjust the market salary structure based on updated market data. *West Virginia Code* §18B-9A-6(g)(1) also permits the Commission/Council to annually approve a minimum salary schedule after consideration of the percentage used to create the minimum schedule, changes in “minimum wage and other laws that ensure that employees earn a living wage,” and to ensure “that the average salary of each class of employees meets relative market equity among employee classes.”

- 4.4 The Commission and Council intend to rely on professional compensation consultants to review Senate Bill 330 and recommend how best to *define* and *implement* the legislative concept of “relative market equity,” using generally accepted compensation standards and best human resources practices.

Section 5 Employee Category Descriptions

- 5.1 West Virginia higher education employs approximately 12,000 (headcount) full-time and part-time regular employees. All fall into one of three categories: classified; non-classified; or faculty. Of the 12,000 total employees, 5,200 are full-time and part-time regular classified employees; 1,800 are full-time and part-time regular non-classified; and 5,000 are full-time faculty. (An additional 3,000 part-time (adjunct) faculty are not included in this study.)

5.1.1 Classified Employees (5,200 employees)

Classified employees are those employees “...who hold a position that is assigned a particular job title and pay grade in accordance with the personnel classification and compensation system established by this article or by the commission and council.” *West Virginia Code* §18B-9-2(a); *see also*, *West Virginia Code* §18B-9A-2(b). Classified employees in West Virginia higher education is a much broader group than simply non-exempt or service positions. Classified positions include the lowest level pay grade non-exempt employee up to an exempt executive position with a large number of staff and substantial budget responsibility. This category of employees covers a broad range of position types due to the statutory limits on the number of non-classified employees allowed at each institution. There are approximately 600 job titles in the classified classification and compensation system.

A point factor methodology has been in place to value and to assign classified employee jobs to particular pay grades since 1992. The weighting assigned to the thirteen compensable factors contained in the point factor methodology was reviewed by outside consultants in 2007-08 who recommended the percent weight for the factors should remain substantially the same as they were. (See “Final Report to the Select Committee on Higher Education Personnel” Appendix B found here <http://www.wvacce.org/final-report-2010-jan.shtml>.) The salary structure associated with the resulting pay grade hierarchy has not been validated against the market since it was created. Individual classification analysts within Commission and Council organizations administer the point factor methodology on the campus level using established titles with assigned pay grades. Decisions at the campus level are subject to appeal by the employee for review by the Job Classification Committee.

The Job Evaluation Committee (JEC), established by statute, is responsible for maintaining the classification structure, performing job family reviews, and hearing classification appeals prior to grievance. It is the only body authorized to assign grades to jobs and create or delete job titles. The JEC was restructured and renamed as the Job Classification Committee (JCC) by the Legislature in 2011 via Senate Bill 330 (*West Virginia Code* §18B-9A-4(b).) The committee retains the same responsibilities as previously established plus the additional authority to; recommend base pay enhancements for positions where application of the point factor methodology produces significantly lower salaries than external market pricing; determine appropriate career ladders within the classification system; and establish criteria for career progression. Additionally, Senate Bill 330 prescribes the procedure the JCC will use for classifying jobs.

While there has always been a committee responsible for controlling the creation and assignment of classified job titles, software to help manage this process has been outdated and unusable for many years and the entire classification system is presently maintained on spreadsheets.

Senate Bill 330 requires the Commission and Council to use point factor methodology to classify jobs, but allows for modification of the methodology as appropriate. The bill also requires the Commission and Council to develop and maintain up-to-date job descriptions for the system. Limited job specifications were developed with implementation in 1994. We believe the best and most consistent representation of our classified job specifications can be found in generic job descriptions for over 300 classified positions created by West Virginia University. However, applicability of these specifications to the other eighteen organizations has not been reviewed. Position Information Questionnaires (PIQs) used for initial gathering of job information to establish the titles for the system have defaulted to being the specifications for the system. Representative Position Information Questionnaires were identified for the evaluation data lines and titles in use, but not all titles have representative PIQs maintained centrally. Given

turnover in the human resources office at the Commission/Council, centralized maintenance of the classification and compensation system has not occurred. Since the PIQs are specifically written for a job at an institution, there is no consistency or uniformity in their essential functions or minimum qualifications. Finally, some positions cross over from classified to non-classified depending on the functions of that position on a particular campus (e.g., a Registrar on a large campus with very limited or focused duties may not have policy-making authority while the same position on a smaller campus may; for this reason, some similarly-titled positions may appear in both the classified and non-classified ranks).

The salary structure for classified employees was developed with implementation of the system in 1992. It was updated by a consultant in 2001. A new Market Study was completed in 2008, however, the salary structure was not modified. As previously mentioned, the salary structure has not been validated against the resulting job worth hierarchy created by the point factor methodology since creation of the program in 1992. The Commission and Council are not obligated by statute to maintain the years of service salary schedule and seek to transition to a more modern and appropriate salary structure for classified employees.

A Compensation Planning and Review Committee (CPRC) was established by the Legislature in 2011 via Senate Bill 330. The CPRC is representative of all the higher education organizations and affected constituent groups. We believe the Legislature intended the CPRC serve the interest of all categories of employees, not just classified employees. Responsibilities of the CPRC include:

- (1) Making annual recommendations for revisions in the system compensation plan, based on existing economic, budgetary and fiscal conditions or on market study data
- (2) Overseeing the five-year external market salary study;
- (3) Overseeing the annual internal market review;
- (4) Meeting at least annually with the Job Classification Committee to discuss benchmark jobs to be included in salary surveys, market “hot jobs” that may require a temporary salary adjustment, results of job family reviews, and assessment of current job titles within the classification system for market matches and other issues as the Vice Chancellor for Human Resources, in consultation with the Chancellors, determines to be appropriate; and
- (5) Performing other duties as assigned by the Commission and Council or as necessary or expedient to maintain an effective classification and compensation system.

5.1.2 Non-classified Employees (1,800 employees)

Non-classified employees should be only those employees who either: (1) report directly to an institution president, or; (2) hold a direct policy-making position at the department or organization level. Non-classified employees are defined in [West Virginia Code §18B-9A-2\(i\)](#).

<http://www.legis.state.wv.us/WVCODE/ChapterEntire.cfm?chap=18b&art=9A§ion=2#09A>). However, Senate Bill 330 modified prior legislation that allowed 10 percent of employees to be categorized as non-classified for reasons of critical retention. Given that Senate Bill 330 did not require those individuals to be changed to the classified category, the non-classified category of employees will contain a variety of positions that may not report to the President or be policy making. After Senate Bill 330 became effective, the number of non-classified employees at an institution is limited to 20 percent of the total or combined number of benefit-eligible classified and non-classified employees. There are both exempt and non-exempt positions in the non-classified category of employees. As mentioned previously, some positions cross over from classified to non-classified depending on the functions of that position on a particular campus (e.g., a Registrar on a large campus with very limited or focused duties may not have policy-making authority while the same position on a smaller campus may; for this reason, some similarly-titled positions may appear in both the classified and non-classified ranks). Similarly, positions cross over from non-classified to faculty. A job may be a non-classified academic administrator at one institution and the same job title is designated as a faculty academic administrator at another institution.

Currently, no formal system of classification and no central oversight or recommendation with regard to compensation is in place for non-classified employees. West Virginia University does have a formal system of market based pay for non-classified employees which was referenced as a best practice by ModernThink during a Senate Bill 330 mandated audit. Non-classified job descriptions may not be available for these positions and no titling structure is in place. Senate Bill 330 requires a market salary study for this category of employee. The Commission and Council recognize a good deal of preliminary work must occur before non-classified positions can be defined and descriptions developed for market salary analysis. The Commission and Council seek recommendations for the development of non-classified job descriptions, as well as a titling structure for this class of employees.

5.1.3 Faculty Employees (5,000 employees)

Faculty include teaching/research positions, some librarians, some athletic coaches, land grant extension positions, and faculty equivalent administrative professional (FEAP) positions. While some academic administrators may hold positions that appear non-classified in nature (e.g., dean), any individual who retains faculty rank and who teaches at least one course every 18 months, is considered faculty (*West Virginia Code* §18B-8-6(b)). As mentioned previously, some positions cross over from classified to non-classified depending on the functions of that position on a particular campus (e.g., a Registrar on a large campus with very limited or focused duties may not have policy-making authority while the same position on a smaller campus may; for this reason, some similarly-

titled positions may appear in both the classified and non-classified ranks). Similarly, positions cross over from non-classified to faculty. A job may be a non-classified academic administrator at one institution and the same job title is designated as a faculty academic administrator at another institution.

Currently, no formal system of classification and no central oversight or recommendation with regard to compensation is in place for faculty employees. Faculty job descriptions may not be available for these positions. The Commission and Council have in place procedural rules (Series 9) that provide a rank structure for faculty positions. Click <http://wvctcs.org/index.php/2013-06-28-14-24-34> for the Council rule, “Series 9: Academic Freedom, Professional Responsibility, Promotion and Tenure.” Although many procedural rules issued by the Commission and Council are duplicative, the Commission and Council versions of Series 9 regarding faculty do have significant differences. Series 9 for the Commission can be found at <http://www.wvhepc.com/resources/rules-and-policies/>.

Senate Bill 330 requires a market salary study for this category of employee. Additionally, a resolution approved by a legislative committee in May 2014 requires, “Analysis of data including faculty rank, size of institution, discipline, and merit for creating a faculty salary structure.” The Commission and Council plan to depend on responses from professional consultants for establishing pay programs and structures for administrative employees holding faculty status.

Section 6 Information Procedures, Conditions and Instructions

- 6.1 It is the policy of the Commission and Council to encourage the participation of small businesses and women and minority owned businesses in the State of West Virginia procurement activities.
- 6.2 In order to ensure the integrity of the evaluation and unbiased commentary, no response to this RFI from employees of the Commission and Council will be considered.
- 6.3 A timeline/schedule of due dates for questions submitted by vendors, responses by staff, and submission of Requests for Information responses is included in Section 7 of this document.
- 6.4 A response to this RFI should contain, but not be limited to, the components as outlined below.
 - 6.4.1 Provide a description of the firm’s experience associated with the response topic for higher education entities.

- 6.4.2 Provide type of qualifications and experiences required for professionals to perform the work described in the response.
- 6.4.3 Provide requested information (processes, procedures, deliverables, software, methods for analysis, implementation schedules, etc.) as described in Section 1.
- 6.4.4 An estimated timeline to perform the work described in the response.
- 6.4.5 Provide a description of software anticipated as necessary to manage the work described in the response.
- 6.4.6 Provide an estimated budget that addresses proposed fees and travel expenses based on providing deliverables described in the response.
- 6.5 The Commission and Council do not intend to award contracts on the basis of responses to this Request for Information (RFI) or to reimburse costs to any firm for their responses to this RFI.
- 6.6 Please deliver an original, plus one complete electronic copy on a thumb drive. The original should be bound in a three-ring, loose-leaf binder. Responses must be submitted in a sealed opaque envelope or package. Responses will be received until 3:00 PM, Eastern Time, September 23, 2014, by:
- Mary Blashford
Director of Procurement
RFI 15010
West Virginia Higher Education Policy Commission
1018 Kanawha Boulevard, East, Suite 700
Charleston, WV 25301
- 6.7 Faxed or electronically submitted proposals will not be accepted.
- 6.8 All expenses incurred and associated with preparing and submitting responses are the exclusive responsibility of the vendor. The responses and all other documents submitted to this solicitation will become a matter of public record and subject to the West Virginia Freedom of Information Act.

Section 7 Schedule and Administrative Information

- 7.1 The following anticipated schedule is provided as a timeline for vendors to consider in preparing a response

Official RFI Release:	July 15, 2014
Deadline for Written Questions:	August 15, 2014
Written Responses to Questions Issued:	August 29, 2014
Information Responses Due:	September 23, 2014
Evaluation of Responses complete by:	October 3, 2014
Meetings with Vendors:	October 6 - 17, 2014
Development of formal Request For Proposals Begin:	November 1, 2014

- 7.2 With respect to information provided and answers to questions, only written information, interpretations and instructions issued by the Chief Procurement Officer will be considered official. Vendors shall not rely on oral interpretations, information and instructions.
- 7.3 Only questions or requests for information received by the Chief Procurement Officer in writing will be considered official and receive a written response.
- 7.4 Responses will be evaluated by a committee of the Commission / Council in accordance with higher education purchasing rules and regulations, based on the criteria outlined and requested herein.
- 7.5 Evaluations will be based on overall services and applicability to solutions sought.
- 7.6 By submitting a response to this RFI, the vendor shall be deemed to have accepted all the terms, conditions, and requirements set forth herein unless otherwise clearly noted and explained in writing. Any exception(s), additional terms and conditions a vendor wishes to offer for consideration of his her response must be clearly itemized and explained in a separate section of the response. Otherwise, the information contained in the response shall be considered in developing a final detailed RFP for release for public bid.
- 7.7 The following exhibit(s) is/are incorporated and becomes part of this Request for Information:
- Appendix A, Important Reference Information
 - Appendix B, Title 133, Legislative Rule, West Virginia Higher Education Policy Commission, Series 53, “Human Resources Administration”