

RFP Number HRSO-04-13-SS
Responses to Vendor Questions

1. Request for an employee allocation list that shows the number of employees in each of the 183 job classifications. This will greatly assist us in determining consultant hours/dollars for position description questionnaire completion and review, as well as, interviews and desk audits needed for the job analysis phase of the study.

Answer: Yes, please see the file entitled "AOC Salary Listing" posted with this Question and Answer document. We have added a column indicating the current headcount for each classification.

2. Can you please provide the composition of the team who will be reviewing the proposals?

Answer: The evaluation team will consist of subject matter experts and stakeholders in the project.

3. Is one of the classification study goals the consolidation of positions into a broader classification structure in order to reduce the overall number of job classifications within the AOC, thereby reducing the amount of classification plan maintenance time needed to manage a large classification structure?

Answer: One of the goals of the study is to reduce the number of classifications as there is too much overlap in some of the existing classifications and some are no longer necessary, but not necessarily to broaden the entire classification structure. Our classifications are already very broadly written.

4. For interview percentages, we note that Component 1 (80 incumbents in 16 job classifications) requires a 100% interview rate, and Component 2 (645 incumbents in 167 classifications) requires 160 interviews, which is a 25% interview rate. Is the AOC open to other interview rate suggestions for Component 2 to ensure sufficient coverage of positions subject to interview for classification analysis purposes?

Answer: To ensure the equitable evaluation of all proposals, please respond with pricing information on the number of interviews we are requesting.

5. We note that Component 2 includes an employee appeal process, but Component 1 does

not request such a process, and we wish to confirm that an appeal process for the management study is not required. In addition, the consultant response to employee appeals for Component 2 is limited to 50, which is less than 10% of study participants. While we would not want to have a higher rate of appeal, experience tells us that employee appeal rates fluctuate based on a variety of factors which are unrelated to the quality of the consultant's work. If the consultant is limited to 50 responses, how would any appeals over that amount be handled?

Answer: The number of appeals is unknown, so a number needed to be identified so that vendors can estimate a cost. In the event that more appeals occur, the AOC would need to determine which ones would require an evaluative written response from the vendor. Any additional appeals would be handled internally by the AOC.

6. We note that the AOC is requesting individual position descriptions for both Component 1 and Component 2, in addition to classification specifications and would ask for more clarity on the purpose of developing both sets of job documentation. We ask this question because developing individual job descriptions under an over-arching classification specification structure is very time consuming and labor intensive, and thus much more costly to the AOC. In addition, since the AOC will be provided with electronic copies of all Position Description Questionnaires (PDQ's) as a part of the study, would the AOC accept the PDQ's as the individual job description documentation they are seeking, rather than the having the consultant develop 725 position descriptions and 180 classification specifications?

Answer: The AOC has recently undergone a significant downsizing and restructuring, and has not conducted an in-depth, agency-wide review of the classification and compensation structure in recent years. Therefore, we are seeking a well-written, succinct job description for every position in the new structure. In our experience, PDQs are frequently not well-written, sometimes failing to provide sufficient clarity regarding the level of duties being performed, and sometimes inflating duties. Additionally, if two or more incumbents are performing the same duties, we would like the same job description. It is expected that the PDQs would provide the foundation for the information in the job descriptions.

7. Does the AOC consider that all 645 positions in Component 2 would require a detailed FLSA analysis, or would they accept a consultant recommendation to conduct an in-depth review of a specific percentage of positions, rather than 100%.

Answer: The vendor is expected to provide written documentation in support of the recommended FLSA designation for each position in this component.

8. For the compensation component of the study, is the AOC seeking a base salary or total compensation analysis?

Answer: We are seeking a base salary compensation analysis.

9. The RFP indicates the contractor should plan to perform up to 80 interviews in Component 1 and up to 160 interviews in Component 2. To increase efficiency of the interviews and other data collections, would AOC be amenable to a combination of in-person data collections and phone interviews or virtual web conferencing for the collection of data? If so, is there a certain percentage of data collections AOC desires to be conducted on-site?

Answer: The AOC would be amenable to this, however, the percentage of data collection that would need to be conducted on-site has not been determined.

10. What is AOC's budgeted contract value for the subject study?

Answer: This is undetermined.

11. Has AOC previously contracted with an external vendor for the development of the existing job descriptions, classifications, salary structures, and/or other related background materials described in the RFP? If so, what was the external contractor organization name(s)?

Answer: While we have contracted with external vendors for some studies in the courts and some limited-scope AOC studies, the current classification and salary structure was developed internally.

12. Will preference be given to State of California vendors in the evaluation process?

Answer: No, all vendors will be evaluated based on the criteria outlined beginning on page 14 of the RFP.

13. Where are AOC's 21 offices located? Do you anticipate on-site data collections at each office?

Answer: All of the AOC's 21 offices are based in San Francisco, however, some personnel from the offices work in Sacramento and some in Burbank. As of 4/24/13, the AOC had 717 employees; 67% based in San Francisco, 25% based in Sacramento, 6% based in Burbank, and 2% are sporadically located around the state (the 2% are facilities-related positions). While it may be necessary to do some on-site data collection in Sacramento and/or Burbank, it is anticipated that it would be minimal.

14. How should vendor travel costs associated with execution of this study be included in

vendor cost proposals?

Answer: Please refer to RFP Attachment 2, page 33, section B.

15. Can AOC describe the factors driving the project timeline outlined in the RFP?

Answer: The timeline is based on the business needs of the AOC.

16. Are there any pre-registration forms or certifications that need to be completed and submitted to AOC prior to submission of the full proposal on May 17, 2013?

Answer: There are no forms or certifications that need to be completed prior to submission of the full proposal on May 17, however, the submission must include those forms and certifications that are posted with this RFP.

17. Please confirm the difference between classifications and jobs/positions. Based on RFP answers to questions in 2008, we understand that classifications are indications of levels within the organization, but could have many jobs within a classification (e.g., 16 classifications covers job levels manager, senior manager, assistant director and director that in turn have multiple job titles / positions within each classification).

Answer: That is correct. For example, the classification of manager includes managers in Human Resources, Fiscal Services, Education and Research, etc. A classification specification is a broad statement of work for a group of similar positions. A job description outlines the duties, tasks, and responsibilities of a specific job.

18. In referencing "job evaluation", is AOC looking for a methodology that establishes the internal relative value of different jobs within the organization?

Answer: Yes, as stated in sections 2.4.5(b) and 2.5.6(b) of the RFP.

19. In what published surveys does AOC participate?

Answer: The AOC participates in the following published salary surveys: Radford's Global Technology Survey (GTS), US Mercer's Benchmark Database, Towers Watson's CSR Reports Package, and ALM Legal Intelligence's Law Department Metrics Benchmarking Survey.

20. Will AOC provide access to its purchased survey data?

Answer: Yes

21. When a "customized compensation survey" is referenced, is AOC looking for the consultant to contact identified peer organizations directly to gather information related to compensation for peer positions?

Answer: Yes

22. Would the consultant review all 645 incumbents in 167 classifications for FLSA status only, but not including review and analysis of California Wage and Hour Law?

Answer: That is correct. The overtime provisions of the Industrial Welfare Commission Wage Orders do not apply to state employers; specifically order #4-2001.

23. Are all 645 incumbents currently classified as exempt?

Answer: No. As of 4/24/13 the AOC had 717 employees, 637 of whom would fall into the group identified for component 2. Of those 637, 429 are currently designated as exempt.

24. Does reference to "providing training, guidance and oversight...on job evaluation methodology" include FLSA classification? Please clarify if training is on how to evaluate for proper FLSA classification, or for job evaluation methodology.

Answer: No, the training, guidance and oversight would be on the job evaluation methodology.

25. Has the AOC identified a budget for this work, and if so, what is it? (The reason we are asking is to be able to provide the appropriate level of support / appropriate approach in our response. For example, if cost effectiveness is a primary concern for AOC, we can discuss several approaches and recommend one that meets AOC's needs, but with balanced cost.)

Answer: This is undetermined.

26. Given that similar work was completed in 2008 by Hewitt, can you release their proposed workplan or budget?

Answer: The AOC issued a Notice of Intent to Award a contract with Hewitt Associates LLC of San Francisco on March 6, 2009, however, the state fiscal crisis impeded the AOC's ability to award the contract, so the work was never initiated.

27. On page 14 of the RFP, under "Cost Proposal," Question 1 requests, "A detailed line item

budget showing total cost of the proposed services for each component listed in Section 2.0 (Proposer must include a breakdown of all proposed costs for each deliverable in each component, even for the firm fixed priced efforts)," while Question 3 requests, "For each component in Section 2.0, a total for all work and expenses payable under the contract, if awarded." Should we assume Question 3 is making clear that we need to show a total line for the project as well as the costs for each component, and that we should make sure we are including all expenses in the overall total?

Answer: All expenses need to be included in the breakdown of proposed costs for each deliverable in each component. A total line for the entire project has not been requested.

28. Within Attachment 8, *Pricing Form #2* appears to include the same content addressed in Questions 1 and 3 in the RFP. Please indicate how this Pricing Form should be integrated with the Cost Proposal, and whether it supersedes Questions 1 and 3.

Answer: The content is intended to be the same. It is expected that proposers will include all information described in section 6.2 of the RFP when completing the Pricing Form in Attachment 8. If proposers are unable to address all requirements set forth in RFP section 6.2 within Attachment 8, then proposers should include additional sheets, e.g. for the Budget Justification narrative.