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*Purchasing Services*  
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**RFP 98/99-05  
Request For Proposal**

**MANAGERS CLASSIFICATION  
AND  
COMPENSATION REVIEW**

**Issue Date: Wednesday, November 25, 1998, 9:00 a.m.  
Closing Date: Friday, December 18, 1998, 4:00 p.m.**

All Times Are In Local Time

**SUBMITTAL LOCATION**

**LANE COMMUNITY COLLEGE  
PURCHASING SERVICES DEPARTMENT  
4000 EAST 30TH AVENUE  
EUGENE OREGON 97405-0640**

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	Management Positions and Salary Ranges (4 pages)	
	May 11, 1994 Memo on Restructuring (16 pages)	
	Implementation of Restructuring vision dated 2/15/94 (3 pages)	
	Miscellaneous Handouts (10 pages)	
	Mailing Label (one adhesive-backed sheet)	

This package consists of 24 consecutively numbered pages; this is page 1.  
Pages 1-20 are printed both sides; pages 21-24 are printed single side;  
all attachments are printed two sides.



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**Purchasing Services**  
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1) **INVITATION**

Lane Community College of Eugene, Oregon, hereinafter, "**College**," invites proposals from a limited number of **Human Relations Consulting Services Providers** (hereinafter, "**Proposer**," or "**Servicer**," or "**Company**," or "**Provider**" or "**Contractor**") to provide a **Classification and Compensation Review of the Manager Positions at Lane Community College** (hereinafter, the project is referred to as the **C & C Review**). Interested firms which specialize in the provision of these services are invited to submit proposals to accomplish the Scope of Work defined within this invitation.

Lane Community College, a Community College District created within the context of Oregon Revised Statutes, is an Equal Opportunity Employer. **Minority and Women-Owned Businesses are encouraged to participate in this solicitation.**

2) **SUBMITTAL OF PROPOSALS**

Interested firms may submit responses to this invitation by completing the requested documentation and submitting it to:

**Lane Community College  
Purchasing Services Department  
4000 East 30th Avenue  
Eugene Oregon 97405**

within a sealed envelope clearly marked with the words:

**Response to RFP 98/99-05 Enclosed**

not later than:

**Friday, December 18, 1998, 4:00 p.m. (local time)**

***Delivery is the sole responsibility of the proposer. Proposals not received by 4:00 p.m. on the due date will be returned unopened.***

Lane Community College

Lloyd Rain, Purchasing Director

**PART II: INSTRUCTIONS TO PROPOSERS**

1) **DEFINITIONS**

Hereinafter Lane Community College shall be referred to as "College" or "LCC." Persons, firms, agencies, partnerships or companies submitting responses to this invitation shall be referred to as "Proposers" and the successful Proposer to whom the work is awarded shall be referred to as "Contractor" or "Vendor" or "Supplier." "Proposal Documents" and "invitation" shall mean this Request for Proposal (RFP) in its entirety. The Managers Classification and Compensation Review is referred to as the **C & C Review**.

2) **PROPOSERS' REPRESENTATION**

Proposers, by the act of submitting their proposals, represent that:

- a) They have read and understand the Proposal Documents and their Proposal is made in accordance therewith;
- b) They have familiarized themselves with the local conditions under which the work will be done to their satisfaction;
- c) Their Proposal is based upon the requirements described in the Proposal Documents without exception (unless exceptions are clearly stated in the response);

3) **CONDITIONS OF SUBMITTAL**

By the act of submitting a response to this invitation the Proposer certifies that:

- a) The Proposer and each person signing on behalf of any Proposer certifies, and in the case of a sole proprietorship, partnership or corporation, each party thereto certifies as to its own organization, under penalty of perjury, that to the best of their knowledge and belief, no member of the college Board of Education or other college officer, employee, or person, whose salary is payable in whole or in part by Lane Community College, has a direct or indirect financial interest in the proposal, or in the services to which it relates, or in any of the profits thereof **other than as fully described in the Proposer's Transmittal Letter submitted in response to this invitation;**



**PART V: BACKGROUND FOR SCOPE OF WORK**

1) **GENERAL COMMENTS**

Lane Community College (Lane) is located in Eugene, Oregon and is a comprehensive community college with a district that covers 5,000 square miles. Lane Community College is a broad based School District encompassing some 84 departments and variety of administrative functions.

The college's mission is to provide accessible, high quality, affordable, lifelong education through:

- Vocational and career preparation and retraining,
- Skill upgrading,
- Lower division transfer programs,
- Personal development and enrichment, and
- Cultural and community services.

Each year, Lane provides services to more than 37,000 people of all ages. Of these, approximately 12,000 enroll in credit classes; the others enroll in one of Lane's non-credit community education opportunities. Lane has approximately 1,000 full-time employees of which 76 are managers.

Lane offers instruction and services at five locations: Eugene Main Campus, Eugene Downtown Center, Eugene Airport, Cottage Grove Center, and Florence Center and through eight Community Learning Centers. The college uses technology to register students through a touch tone registration system, and delivers a variety of information including grades through strategically located kiosks. Lane has a fully functional college-wide information network.

Throughout all its operations and function the college endeavors to:

Respect the individual,  
Provide quality learning experiences,  
Commit to excellence,  
Promote a sense of achievement,  
Ensure a participatory environment,  
Communicate openly,  
Manage with goals,  
Connect with our community, and  
Develop a sense of community ownership.

2) **ENVIRONMENT FOR CHANGE**

Lane Community College has concluded that it must improve the effectiveness and efficiency of its internal processes to meet continuing operating challenges. These challenges come in the form of increased enrollment, demographic changes, increasing administrative service demand and changing technology. These challenges are occurring in an environment of notable constraints on operating funds. By embracing the concepts of Process Redesign (also referred to as Business Process Reengineering), management intends to achieve significant results through contained and/or reduced operating costs, increased quality of services, and improved effectiveness and efficiency across traditional functional boundaries.

3) **OVERALL GOALS**

The new management classification plan is intended to support and drive on-going changes in the organizational and management structure at Lane including the flattening of the management hierarchy; the downward delegation of decision making authority, the shift of human resources decision making responsibility and accountability to line managers; the enhancement of the managers' role as leaders and coaches; and, enhanced labor-management collaboration in the development and maintenance of human resources strategies.

It is expected that the proposed study will address our need for the following:

- a) A job classification system that reflects the values and expectations of the "new Lane" as described above
- b) A simplified innovative compensation structure to replace the 15-level 10-step salary schedule currently in use.
- c) An extra duty pay option for managers who assume additional duties.
- d) A compensation option for managers who have topped out on the salary schedule.
- e) A compensation base that does not deviate materially from the professional market or become uncompetitive.
- f) A system that can be implemented with minimal disruption and discouragement.

END OF PART V

**PART VI: SCOPE OF WORK**

1) **Overall Scope**

Develop a management classification system and compensation plan that reflect the current organizational and management structure, recognize changed work practices, technologies and team-based work concepts, enhance the college's ability to attract and retain quality staff, are acceptable to the president, the Board of Education and the management group and can be implemented within the culture of the college.

All aspects of the above program shall have the following attributes. The plan and its components shall:

- a) ensure a compensation structure for each position that fairly and objectively reflects its value relative to other positions within the organization.
- b) provide a compensation structure for each position that shall enable the College to attract and retain the level of talent required to achieve its objectives.
- c) motivate each employee toward the specific achievement of individual position accountabilities through the consistent application of compensation guidelines that recognize the varying degrees of individual performance, the skill and/or background brought to each position, and the position's compensation level.
- d) provide for compensation administration guidelines which have adequate management controls while reflecting simplicity in design.
- e) be easily explained to the members of the management group.
- f) recognize and reflect changes in the organization, in job design, and in external market influences, providing maximum flexibility for exceptions, special recognition and temporary assignments.
- g) encourage and reward professional growth, team-oriented activities, work roles and relationships, and community involvement.

2) **PRIMARILY INCLUSIONS**

The following activities shall constitute the primary scope of the work:

- a) Meet with Personnel Services, the College President and Management Steering Committee Representatives (MSC) to discuss the study objectives, process, and timelines and to review a schedule for the work; at those meetings, dates shall be set for various project review points in the study. Following these consultations and reviews, the consultant shall submit a progress report in the form of a Gantt or similar projection, showing all the phases, their timelines and their costs.
- b) Classification Training to familiarize managers with job classification concepts related to the development and maintenance of a classification plan. This training shall assist managers to identify classification issues and discuss ideas for structuring the management system.
- c) Meet with Selected Managers to discuss Lane's compensation philosophy and to identify job classification issues and problems unique to LCC positions and to discuss conceptual ideas for structuring management positions consistent with Collegewide goals and employment concepts.
- d) Meet with Personnel Services Staff to learn how the current classification and compensation systems work and discuss conceptual ideas for change.
- e) Position Research to obtain, through interviews, observations, questionnaires, current job description and related documentation all the information necessary to make a classification determination about each position. The consultant shall conduct one-on-one interviews with selected managers as necessary to clarify information and to gain an overall understanding of the nature of work in each area and department. An attempt shall be made to interview all managers
- f) Analyze Positions and make a determination for each, identifying where possible classification and position allocation problems exist.
- g) Develop Classification Concepts and new classification specification format based on the results of the forgoing. This report shall define: (1) proposed classification structuring concepts, (2) the proposed classification specification format, (3) proposed changes and/or additions in classifications and their titling, and (4) preliminary recommendations for the allocation of each current managerial position to a classification. This report shall form the basis for recommending specific changes in the classification of positions. College representatives shall review and critique the initial analysis, findings and recommendations of the consultant. Based on the review with College representatives, changes may be made in the classification concepts.
- h) Draft Classification Specifications to reflect current duties, responsibilities and qualifications, consistent with the stated objectives of the new classification plan. These class specification drafts shall be submitted to Personnel Services staff for review and then presented to managers for comment. If significant changes are required, the revised drafts shall be submitted for a second review and comment.
- i) Finalize Classification Plan and all necessary documentation.
- j) Select Comparable Employers and Survey Benchmark Classes on the basis of: (1) overall comparability of departmental program structure and function; (2) specific job comparability; (3) geographic applicability; and, (4) general size comparability. The consultant is expected to be highly proactive in ensuring job comparability as the majority of managerial jobs at the college are not comparable with any other institution on the basis of job title alone, or even by single paragraph job summary; i.e., mailing questionnaires to selected institutions and tabulating the results is considered inadequate and unacceptable.
- k) Develop a Compensation Plan Recommendation which is responsive to employee attraction and retention issues, compatible with the compensation philosophy and the new classification plan and addresses structural problems with the current salary schedule. The consultant is also encouraged to recommend non-traditional remuneration techniques and the use of non-monetary recognition programs to enhance employee performance and satisfaction. The compensation plan recommendations shall be presented, in written form with full documentation, to Personnel Services. Work sessions with the appropriate study oversight groups shall be held to review the recommendations. Revisions in the recommendations shall be made based on the discussion with study oversight groups. No additional review of the recommendations is contemplated.
- l) Develop Salary Recommendations for each job classification identified in the classification study. These recommendations shall be based on: (1), the results of the salary survey; (2), an analysis of current College salary practices, including the internal salary range relationships; and (3), the balancing of market parity and internal relationship equity.
- m) Recommend Employee Skill and Career Development Strategies for implementing employee skill and career development programs which promote upward and lateral mobility as well as salary advancement for those who may be 'topped out' or 'red-lined' as a result of the plans.
- n) Recommend Transition Management Strategies for responding to and reducing resistance to change, and utilizing appropriate transition management strategies in response to change issues that arise during implementation

- o) Provide Inequity Resolution on a case by case basis to aid in resolving any inequities which may arise as a result of the implementation of the classification and compensation plans.

**3) ESSENTIAL DELIVERABLES**

At a minimum, the consultant shall provide

- a) A new classification concepts model and class specification format in accord with the values and precepts indicated herein.
- b) Classification specifications for each class of work.
- c) Documentation of position allocation recommendations.
- d) Documentation of final classification recommendations, including the results of any employee appeal process which may take place.
- e) Documentation of all market research.
- f) A new compensation plan that addresses structural problems with the current salary schedule model.
- g) Recommendation of enhanced compensation strategies that are compatible with the new compensation and classification plan design.
- h) Recommendation of a salary placement for each classification.

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**PART VII: SPECIFIC WORK PROGRAMS**

**1) PRIMARY WORK PLAN: OPTIONAL USE**

Unless otherwise proposed, it will be assumed that the following work plan will be observed throughout the execution of the project. If the proposer intends to comply with this work plan, all that need be included in the proposal is the confirmation that the proposer intends to do so. If the proposer intends to modify or completely replace the following work plan, the alternate plan shall be clearly enumerated in the proposal.

**2) PRIMARY WORK PLAN: PHASE 1, PROJECT ORGANIZATION**

During this phase of the study the consultant shall meet with Personnel Services, the College President and representatives of the MSC to discuss the study objectives, process and timelines and set dates for various project review points in the study.

**3) PRIMARY WORK PLAN: PHASE 2, CLASSIFICATION STUDY**

This phase of the study shall result in the identification of classification issues; the analysis of the duties, responsibilities and qualifications of each position; the development and review of class plan concepts for potential job families; the modification of existing classification specifications and the drafting of new class specifications to reflect all distinct classifications of work; allocation of current employees to the appropriate classification; and an internal college review of the proposed classification plan, including an employee appeal process. This phase shall include.

**4) PRIMARY WORK PLAN: PHASE 3, COMPENSATION STUDY**

This phase of the study shall result in the survey of public and private salaries in managerial positions comparable to those at LCC; the compilation and analysis of the survey data, including the integration of internal relationship pay practice objectives; the development of a recommendation for a new management compensation plan; the recommendation of a salary for each classification within the study; and, the recommendation of other compensation strategies which could address employee attraction and retention issues within the current compensation philosophy and which support the new classification plan objectives.

**5) PRIMARY WORK PLAN: PHASE 4, IMPLEMENTATION SUPPORT**

During this phase of the work the consultant shall assist the college with the full implementation and institutionalization of the adopted study recommendations.

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