

REQUEST FOR PROPOSALS

CITY OF SAMMAMISH, WA

**EMPLOYEE CLASSIFICATION
AND
COMPENSATION STUDY**

Proposal Due Date:

2:00 p.m.

Wednesday, January 31, 2007

Prepared by the Administrative Services Department

January 1, 2007



CITY OF SAMMAMISH
801 228th Ave SE
Sammamish, WA 98075
Office (425) 295-0500
FAX (425) 295-0600

Employee Classification and Compensation Study
REQUEST FOR PROPOSALS

The Request for Proposal documents can be downloaded from the City's website at www.ci.sammamish.wa.us. You may also request a copy from the City Clerk's Office by calling (425) 295-0511 Monday through Friday between the hours of 8:00 am to 6:00 pm.

Proposals should be mailed or hand delivered to:
City of Sammamish
Attn: City Clerk, Melonie Anderson
801 228th Ave SE
Sammamish, WA 98075

Proposals must be received by 2:00 p.m. on Wednesday, January 31, 2007 in order to be considered.

Additional information and submittal instructions may be obtained by contacting Mike Sauerwein, Administrative Services Director at (425) 295-0510.

Proposals shall be submitted in a sealed envelope, clearly marked on the outside:

EMPLOYEE CLASSIFICATION & COMPENSATION STUDY

Proposals received after the time and date noted above will be declared non-responsive and returned to the submitter unopened. The City reserves the right to reject any or all of the proposals if the best interests of the City will be better served thereby.

The City of Sammamish does not discriminate on the basis of race, color, national origin, sex, religion, age or disability in employment or the provision of or contracting for goods or services. MBE/WBE firms are encouraged to participate in the City's procurement process.

**CITY OF SAMMAMISH
REQUEST FOR PROPOSALS
EMPLOYEE CLASSIFICATION AND COMPENSATION STUDY**

Thanks you for your interest in submitting a proposal to perform an Employee Classification and Compensation Study for the City of Sammamish.

INTRODUCTION

The City of Sammamish requests proposals from qualified firms experienced in the design of position classification and compensation systems. The selected firm will consider the objective of the City and recommend changes necessary to establish and maintain an equitable and easy to administer classification and compensation system for approximately 75 City of Sammamish employees in both FLSA exempt and non-exempt positions.

The current compensation system has been in use since 1999 when the city incorporated. The City of Sammamish currently offers a complete benefit package including 100% Medical, Dental, Vision, and EAP for employees and 90% for dependents. State Retirement, Social Security Replacement Plan (401A), Section 125 Cafeteria Plan, Life Insurance, Long-Term Disability, and an optional Deferred Compensation Plan.

OBJECTIVE

The City desires to enter into a contract with a highly qualified and experienced consulting firm for the purpose of conducting an Employee Classification and Compensation Study. The Study will assist in the development and implementation of a salary administration program that will enable the City to competitively recruit new employees, retain our current workforce, and motivate employee job performance.

BACKGROUND INFORMATION

Approximately 71 full time and 4 part time regular positions are part of this project including the following:

- About 19 in (15 classifications) FLSA, exempt positions.
- About 56 in (28 classifications) FLSA, non-exempt positions.

Note: Other City positions including uniformed Fire, and Police are not included in this study. A fluctuating number of seasonal and temporary positions that are currently not classified will not be included in the study either.

City employees are not represented by a labor union and are not subject to a collective bargaining agreement.

The City of Sammamish utilizes a 5-step salary schedule with 6% increments between steps. (See Exhibit 2). Employees are eligible for up to a 6% step increase on an annual basis until they reach the top step of their classification's range.

Employees who are at the top of their classifications salary range are eligible for the Master Employee Program (MEP) (merit pay). An employee's MEP merit pay shall not exceed 5% of the top step of their salary range. (See Exhibit 3)

PRODUCT OUTCOMES

To achieve the desired results, the consulting firm selected to conduct the classification and compensation study will be expected to deliver the following services:

- An update of all position descriptions to accurately reflect the actual duties and responsibilities performed by current incumbents, identification of essential job functions, and recommendations for classifying each position as exempt or non-exempt.
- A compensation and classification analysis that includes a survey of wages and benefits for comparable cities and private sector employers.
- A compensation and classification analysis that addresses the issue of internal equity.
- A compensation plan that is easily integrated into the City's existing model.
- A pay structure that includes a recommendation for recognizing and rewarding increased competencies, skills, and/or performance.
- A classification system, which can be maintained on a long-term basis.
- Presentations to employees, managers, and/or elected officials.

The Consultant may propose additional tasks as deemed necessary to complete the assignment.

REQUIRED PROPOSAL CONTENTS/EVALUATION CRITERIA

Please respond to each section fully and completely in order to assure that your firm receives full credit when your proposal is reviewed and rated by the City of Sammamish.

Proposal/Consulting Firm

1. Legal name of consulting firm
2. Mailing and street address
3. Telephone number
4. Name of authorized representative

5. Title of authorized representative
6. Signature of authorized representative

Consulting Firm Qualifications (please limit to two pages excluding resumes)

- Experience in conducting similar studies in the State of Washington.
- Experience in classification and compensation management consulting.
- Experience in evaluating compensation systems for internal equity.
- Accomplishments in developing classification and compensation plans for public employers.

Project Manager Qualifications:

Please address the following points, unless the qualifications of the firm and the project manager are one-and-the-same:

- Experience in conducting similar studies in the State of Washington.
- Experience in classification and compensation management consulting.
- Experience in evaluating compensation systems for internal equity.
- Accomplishments in developing classification and compensation plans for public employers.

Evaluation of System Validity and Content (limit to two pages excluding resumes)

Describe how the consultant proposes to do the study. Include descriptions and documentation of proposed methodology. Describe and outline the tasks that the consultant believes are necessary to complete the study.

Study Schedule

Include proposed timeline, dates, and milestones. Indicate which tasks the project manager will perform and which may be performed by the other consultant staff. Explain in detail what, if any, work the City Staff will be required to perform.

Employee Relations

Provide proposed employee information plan for educating City employees during the study and provide proposed methods for informing and educating City employees regarding the results and validity of the study after it has been completed.

Availability of Consultant Firm

In light of your firms other business obligations, indicate the extent of the firm's and project manager's availability to perform the study.

Project Cost

Please provide a detailed project budget.

Sample of Job Incumbent Questionnaire

Please provide the proposed questionnaire to be used by the consultant to document job content.

TIME TO COMPLETE PROJECT

Successful Bidder will be expected to commence the project on or about February 15, 2007 with final written recommendations to the City not later than December 15, 2007. A project timeline is to be included in the proposal.

CITY'S RIGHT TO ACCEPT OR REJECT PROPOSALS

The City reserves the right to accept or reject any and all proposals or waive technical errors and informalities in the best interest of the City, and reserves the right to interview one or more firms prior to making its selection.

DELIVERY OF PROPOSAL

Each proposal shall be completely sealed in a separate envelope, properly addressed to the City at the address indicated with the name and address of the firm on the outside of the envelope.

One Original and three (3) copies are to be submitted.

Proposals shall be typed or printed in ink. Use of erasable ink is not permitted.

Proposals must be received by the time specified. It shall be the sole responsibility of the firm to ensure that the sealed proposal is submitted by the time and date specified. Any proposal received after the appointed time shall not be accepted under any circumstances. Such proposals will be returned to the firm unopened. Any uncertainty regarding the time a proposal is received shall be resolved against the firm.

SELECTION CRITERIA

The submittals will be reviewed and rated on the following criteria:

- Professional qualifications of assigned staff.
- Experience in similar types of work/projects.

- Experience in working with employee groups, management and elected officials to provide education about the background, process and outcomes of the project.
- Documented history of the firm to accomplish similar projects within time limits.
- Documented history of the firm to complete similar projects within budget limits.
- Accessibility of firm.

EXHIBITS

The following Exhibits are included in the Proposal Package for your information and review:

- Exhibit No. 1. City of Sammamish Organizational Chart
- Exhibit No. 2. City of Sammamish 2007 Salary Schedule
- Exhibit No. 3. City of Sammamish Master Employee Program

COPY

PROPOSAL
for an
**EMPLOYEE CLASSIFICATION AND
COMPENSATION STUDY**

CITY OF SAMMAMISH, WA
January, 2007

Submitted by HR Answers, Inc.

7659 S.W. Mohawk

Tualatin, OR 97062

503-885-9815

www.hranswers.com

**PROPOSAL TO
CITY OF SAMMAMISH, WA
TO CONDUCT AN EMPLOYEE CLASSIFICATION
AND COMPENSATION STUDY
JANUARY 2007**

INTRODUCTION

HR Answers, Inc. thoroughly understands the need to conduct objective studies that are easy to understand and fair to all parties involved. We have been conducting classification and compensation studies for our public sector clients for over 20 years, and know from experience that studies of this type must be customized for each individual client. There is no "off-the-shelf" program that fits all. Our approach to this study would be to thoroughly understand the goals, objectives, values, and philosophy of the City of Sammamish in order to conduct the study in a manner to meet all of the objectives as described in your Request for Proposal.

It is our philosophy to create a partnership approach with our client in conducting compensation and classification studies. We typically seek a high level of involvement from all client partners during the development of such plans in order to assure the results meet all study objectives. Additionally, past clients have applauded our extensive communication process during the entire course of a consulting assignment. It has been our experience that if all parties understand the process, they are far more receptive to the results. With this philosophy, the final solution is typically a win-win for everyone involved. To further support this communication process, we have a firm company policy that all phone inquiries are returned the same day received, and we verify all verbal communications with a written confirmation. It is also our policy to communicate with clients each Friday regarding the work that has been completed during the past week. This brief communication, which we call "Friday Facts," is an integral part of our consulting process.

We plan to dedicate our top consultants to this project, who have extensive experience in working with job analysis and compensation. All of our internal project work is done on a team basis, wherein we collaborate, review, and analyze all work. The team's project manager would provide the quality assurance review for all of our deliverables. Given the expertise and experience of our senior consultants, we would meet all timelines with high quality deliverables and assure that the study would meet or exceed the City of Sammamish's expectations.

We believe that we have an obligation to our clients, other professionals, and our staff to promote and maintain the highest standards of honesty, professional competency, sound judgments, discretion, and personal integrity in all of our business and personal dealings. When working on your behalf, we pledge the following:

- To serve you with honesty, integrity, loyalty, competence, and objectivity.
- To keep client information and records of our engagement confidential, and to use proprietary client information only with your permission.

- To only accept engagements for which we are qualified.
- To honor relevant non-compete and confidentiality agreements and avoid any situations that may create a conflict of interest.

Our proposal will demonstrate the classification and compensation background and experience we would bring to the City of Sammamish and our unique qualifications, including:


- We are a regional firm headquartered in Tualatin, Oregon, with satellite offices in Salem, Oregon, and Vancouver, Washington, with over 20 years' experience serving clients in the Pacific Northwest.
- We are a firm known for both the quality of our work and the professional competence of our staff, thereby increasing the likelihood of favorable reception of our findings and recommendations by City of Sammamish employees.
- We are a regional firm that has conducted over 1,000 HR/compensation studies since our founding.
- We are noted for the quality of our deliverables, as shown in the organization and presentation of this proposal.
- We have extensive experience in developing a wide variety of compensation plans for both the public and private sectors.
- We use proven methodology in gathering survey data and applying the results to pay schedules to accurately reflect the area labor market.
- We place major emphasis on communicating and working closely with client project managers to achieve understanding, consensus, and ownership of the project results.
- Our consulting approach works in concert with the client to ensure not only the quality of the work, but also the knowledge transfer and training required to successfully manage the program in the future.

To facilitate the review and evaluation of our proposal we have organized it in the following manner:

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SECTION 1 QUALIFICATIONS OF HR ANSWERS, INC.

HR Answers, Inc. is a regional consulting firm founded in 1985 to provide a broad range of human resources services to regional clients. Our firm is the largest independent human resources consulting firm in the Pacific Northwest. HR Answers' staff maintains professional memberships in World at Work, Society for Human Resource Management (SHRM), Columbia Willamette Compensation Group, Salem Chapter SHRM, Portland Chapter SHRM, Institute of Management Consultants, and the American Society of Training and Development. In addition, our firm's President, Judy Clark, is Adjunct Faculty at Portland State University and the University of Washington, teaching compensation, communication, reward systems, staffing, and performance management. This teaching expertise is brought to the supervision of all client work.



In 2003, we expanded our practice by acquiring the management consulting firm of Martech Associates, Inc., formerly with offices in Portland, Oregon, and Seattle, Washington. The Martech acquisition brings a range of general management consulting experience not previously available to our firm. In January of 2004, we added career management to our service offerings with the acquisition of Portland-based CareerMakers. Founded in the early 1980s, CareerMakers teaches career transition skills. In addition to the outplacement services it provides to corporations, CareerMakers serves individuals seeking to make career transitions.

With our combined offices, we have a staff of 16 consultants and administrative support staff. Our consultants are both specialists and generalists who have many years of experience and a wealth of practical, tested solutions to offer our clients. In addition, through our temporary staffing division, we have a flexible staff consisting of an additional 30 HR professionals.

Our firm has a research library, a large training room, multiple conference rooms, and a printing and document room for the preparation and assembly of client reports and forms. The size and capability of our firm provides many advantages over smaller firms or sole practitioners. We maintain the latest in computers and software to provide the most current tools for staff use.

Public Sector Clients Served on Compensation and Classification Studies

Public sector consulting has been a major element of our consulting practice. We believe our extensive background and experience would be invaluable in conducting this study for the City of Sammamish. The following is a partial list of public entities we have served on compensation and HR issues:

Benton County
Central Oregon Community College
Central Washington University
City of Astoria
City of Canby
City of Eugene
City of Forest Grove
City of Keizer
City of Kennewick
City of Ketchikan
City of Newport
City of Pasco
City of Portland
City of Seattle
City of Troutdale
City of Tukwila
City of Woodburn
Clackamas County Fire District #1
Clackamas County Housing Authority
Clark College
Cleveland Hopkins International Airport
Columbia 9-1-1
Deschutes County
Eugene Public Schools
Flathead Valley Community College
Franklin Pierce School District
Grant County PUD
Hood River County
Kenton County Airport Board
King County
King County Library System
Kitsap County
Klickitat County
Lake Washington School District #414
Lane County
Linn-Benton Community College
Marion County
Marion Education Service District
Metro Regional Center
Metropolitan Exposition-Recreation Commission
Montana University System
Mt. Hood Community College
Multnomah County Dept. of Aging & Disability
Multnomah County District Attorney's Office
Multnomah County Education Service Dist.
Multnomah County Health Department
Multnomah County Sheriff's Office
Multnomah Education Service District
Municipal Employees Association
Municipality of Metropolitan Seattle
Oregon Coast Community College
Oregon Liquor Control Commission
Oregon State Bar Association
Oregon State University
Oregon State Vocational Rehabilitation
Port of Bellingham
Port of Olympia
Port of Skagit County
Portland Community College
Salem Public Schools
San Juan County
Seattle-King County Board of Realtors
Skagit County PUD
Snohomish County Community Transit
Southwest Washington Health District
Tacoma School District #10
Tillamook County
Multnomah County Education Service District
Umatilla Education Service District
University of Washington
Wasco County
Washington Cty. Consolidated Comm. Agency
Washington Dept. of Labor and Industry
Washington State Bar Association
Washington State Department of Revenue
Washington State University
Western Washington University

SECTION 2 QUALIFICATIONS OF OUR STAFF

A consulting firm is only as good as the people and expertise it brings to the specific project. In this section, we identify the consultants who would specifically be working on the project. The nature and timeliness of this project requires senior level personnel who have the expertise and experience to do the job right the first time.

Our team has extensive experience not only in compensation for private and public sector clients, but also in working with managers as well as represented and non-represented employees in our consulting assignments. In many cases, clients selected us to develop a compensation plan that is fair to the employees and the organization, given fiscal, political, cultural, and historical issues and constraints. We understand the issues and sensitivities associated with classification and compensation plans and would bring that sensitivity to your project.

The HR Answers' consulting team and their profiles follow:

DONALD WALKER, CMC - SENIOR CONSULTANT AND PROJECT LEADER

Donald Walker is a Certified Management Consultant (CMC) and a Senior Consultant with over 30 years of consulting experience. Prior to joining HR Answers, Inc., Don was the founder and President of Martech Associates, Inc, a Pacific Northwest consulting firm with offices in Portland, Oregon, and Seattle, Washington. In January 2003, Martech Associates, Inc. was acquired by HR Answers, Inc. Don has been personally involved in over 300 individual compensation-consulting assignments. His earlier career included seven years of experience in the Human Resources Department of First Interstate Bank. While with this organization, he was on the first compensation team to install a salary administration program in a financial institution in Portland, Oregon. The McKinsey Company conducted this work, and Don was a Team Leader involved in preparing position descriptions, position specifications, classification descriptions, and evaluation methods and techniques. Don next served as the Human Resources Manager of Omark Industries, Inc., Portland, Oregon. During this tenure of employment, he was again involved in compensation, in addition to managing the Human Resources Department of a two-plant operation.

Recent public sector compensation and classification consulting assignments on which Don served as senior consultant include:

C-TRAN
Kitsap County
Clark County
Klickitat County

Clark College
City of Woodburn
Oregon Exposition Center
Port of Vancouver, USA

TINA WEBER, PHR - SENIOR CONSULTANT

Tina Weber is a Senior Consultant with over 20 years' human resources experience in both the public and private sectors. Prior to her nine years in consulting, she held human resources positions for the State of Missouri-Department of Mental Health. Tina is a generalist with a broad background that includes compensation, benefits administration, human resources practices audits, employee relations, affirmative action, human resources policy and procedure development, and employment law compliance. She received her BS in Business Administration-Human Resources Management from Portland State University. She is certified as a Professional in Human Resources (PHR) by the Human Resource Certification Institute, is currently working towards becoming a Certified Compensation Professional, and is a member of the Society for Human Resource Management (SHRM), the Portland Human Resource Management Association (PHRMA), and the Columbia Willamette Compensation Group. In addition, Tina holds positions on the Boards of the Portland Human Resource Management Association and a local healthcare non-profit organization.

Tina's recent compensation consulting assignments include:

Clark College	City of Keizer
Washington State Bar Association	Washington Counties Risk Pool
Washington PUD Association	City of Woodburn
Clark County	Metro Regional Services
Kitsap County	Port of Vancouver, USA

MIKE TRAUTMAN, SPHR, PI - SENIOR CONSULTANT

Mike Trautman is a Senior Consultant with more than ten years of human resources experience, including a strong background with union employers and labor relations. As a human resources generalist, Mike developed skill and expertise in compensation, employee relations, collective bargaining, grievance and dispute resolution, response to litigation, legal compliance in policies and procedures, construction safety, meeting facilitation, internal workplace investigations. Mike is also a skilled public speaker and trainer. He maintains a Senior Professional in Human Resources certification conveyed by the Human Resource Certification Institute, and he is a licensed Private Investigator with the State of Oregon. Mike is a member of the Society for Human Resource Management (SHRM) and the Portland Human Resources Management Association (PHRMA). He graduated from Puget Sound Christian College in the Seattle, Washington area with a Bachelor of Arts degree.

SECTION 3

SCOPE OF WORK AND STUDY METHODOLOGIES

This section of our proposal addresses the scope of work required by the City of Sammamish, and our proposed methodologies to carry out all study elements.

Scope of Work

The compensation study would include a review of [REDACTED] in non-represented positions based throughout all City departments. They include both exempt and non-exempt positions. The scope of work for this project has been clearly defined in the Request for Proposal and HR Answers, Inc. accepts all of the requirements, outcomes, and deliverables required for the successful conduct of the work.

Getting Started

The first step in this project would be to meet with management to discuss in detail the issues and concerns relating to the project. During this meeting, all classification descriptions and other pertinent materials that may be required for the study would be gathered. Also during this meeting, we would establish all of the dates by which progress reports are to be submitted by e-mail or in personal meetings and would review the study steps and processes.

Employee Meetings - Gathering Job Information - Conducting Employee Interviews

We suggest that in order to inform all parties about the study, we conduct meetings with employees to explain the steps that would take place during the study and to give them instructions on completing the Job Analysis Questionnaire (JAQ). The JAQ would document the current job duties of each position incumbent and would provide other pertinent information necessary for the review of classification descriptions. If the City of Sammamish elects not to have employee meetings, the JAQs would be provided to each employee along with instructions for completion.

It has been our experience that when employees are informed about the steps and analysis that would be taken in conducting the work, there is a greater acceptance of the final outcomes. Because of the locations and work shifts of the position holders, several meetings may be required, with each lasting about 45 minutes to one hour.


The next step after the completed JAQs have been returned would be to interview all employees to thoroughly understand job duties and other issues relating to their work. It has been our experience that these interviews are critical to the successful outcome of classification studies. Employees must believe their job duties are understood, and only through personal interviews can this be accomplished. We would plan to interview all 75 employees personally, with each interview lasting about 45 minutes. When more than one incumbent is involved, group interviews will be conducted. Our experience shows that when all employees are interviewed, there is a greater acceptance of the final outcomes of the study due to the personal review of each position holder's job duties.

Review of Classifications/Positions Descriptions

Based on the JAQs and employee interviews, we would review all positions to determine if any changes are required in their classification or position descriptions. We would not only review the

content of the classifications, but also determine if any additional classifications are required to accommodate the differences in job duties. Any new or revised classifications/descriptions would be written in a format used by the City of Sammamish and submitted to management for approval.

Internal Equity Analysis



At this stage of the study, an internal equity analysis will be conducted using HR Answers' Point Factor Matrix Job Evaluation proprietary software. The system matrix approach to job evaluation is based on the Excel platform. It is our belief that this is the easiest and most accurate method of job evaluation available today. We will install the software on the City's computer and train staff members in its use. The system will allow any new or changed positions to be placed in the correct classification level when compared to all other City positions. Any future updates of the software will be provided to the City at no cost.

Compensation Survey

After the review and approval of any new classifications, we would conduct a compensation survey among the entities ~~approved by management~~. All classifications would be included in the survey. Our procedure in conducting surveys includes sending a survey document to each of the selected entities, and a follow-up phone call to discuss the document and determine a timeline for its return. We request copies of the survey respondents' class descriptions and review them to ensure accurate job matches.

Appeals

We would suggest an appeal process be part of the study. We have found that when an employee has an opportunity to appeal the internal placement of the pay level of their position, they are much more likely to accept the final results of the study. We would suggest methods for conducting appeals that are fair and equitable for all parties.

Survey and Classification Results - Updating Salary Ranges

At this stage of the study, the results of the survey, classification/position description changes, recommended classification allocations, and pay structure will be prepared for all stakeholders to review. The pay structure will be based on external comparators and internal equity, and will reward increased competencies, skills, and/or performance.

Final Results

A report of the study methodology and findings will be submitted in a draft document for management to review and approve. After this review, a final report will be prepared in both hard and electronic copies for presentation to all stakeholders.

Distributing Survey Results

The final step in this process will be to distribute the survey results to all participating parties. We typically present the results in a bound copy with a full explanation of the survey methodology and the statistical analyses used.

SECTION 4
STUDY SCHEDULE AND TIMELINE

The following shows the time lines, milestones, major client meetings, and the tasks to be performed by the each staff member for each phase of the study. Based on this schedule we can complete all work within sixteen (16) weeks from receipt of a signed contract from the City.

Task	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	Consultant
Meet with City to start work																	Walker/Weber
Employee meetings																	Walker/Weber
Time for employees to complete JAQ's																	
Employee interviews																	Walker/Weber
Update position classifications/descriptions																	Weber
Meet with City for review of work to date																	Walker/Weber
Conduct point factor analysis for internal equity																	Walker
Conduct compensation survey																	Trautman
Present results of compensation survey to City																	Walker/Weber
Conduct appeals																	Walker
Update salary ranges																	Walker
Final report																	Walker/Weber
Stakeholders meetings and presentations																	Walker/Weber

In order to meet the above schedule it will be necessary for the City to carry out the following functions:

- Arrange for all meetings.
- Provide positions/class descriptions, and other compensation data as requested.
- Arrange for time and place for employee interviews.
- Schedule all interviews in a sequential manner.
- Assist in the selection of the entities to be included in the survey.
- Assist in contacting other public entities for their response to the survey questionnaire.
- Process all requests for data in a timely manner.
- Assist in processing the paper work for appeals.

SECTION 5 EMPLOYEE RELATIONS

In addition, we propose to conduct a series of meetings with employees, managers and elected officials to present findings from the compensation study. We would suggest allowing one hour for the presentation and we typically use a PowerPoint presentation for clarity and ease of understanding. There should also be a summary of key parts of the study for distribution to all stakeholders. The confidentiality of the material to be released must be considered in the preparation of this document.

During the presentation, ample time will be allocated to answer any questions that may arise. For the study to be accepted, all stakeholders must have a thorough and comprehensive understanding of all the steps that took place. These meetings will serve this purpose.

We have presented study results to stakeholders on most of the public sector clients served. We are also familiar with presentations to public officials and the public. We understand the laws relating to open meetings.

SECTION 6 AVAILABILITY OF CONSULTANT FIRM

Donald Walker, the designated Project Manager for this work, is currently managing two other projects near completion. Given the timelines of the proposed project and the expected completion date, this project would receive his full attention. HR Answers employs a "Rapid Response Team" approach to projects, in which we commit as many consultants to the project as necessary to get the job done on time and within budget.

The team's project manager will provide the quality assurance review for all of our deliverables, and guide our process to ensure that it meets the City's needs. Given the expertise and experience of our senior consultants, we will meet all timelines with high quality deliverables and assure that the study will meet or exceed the expectations of the City of Sammamish. We are able to back up our assigned consultants with other staff members should it be necessary. The size and capability of our firm provides many advantages over smaller firms or sole practitioners.

SECTION 7 PROJECT COSTING

The cost of our service is based on an estimate of the time required to carry out all of the steps necessary for the required work and billed at our standard consulting rates. The hourly rates shown below are discounted by 10% from our regular rates in consideration of the City's status as a public sector organization.

Principal Consulting.....	\$225/hour
Senior Consulting.....	\$144/hour
Professional Consulting.....	\$117/hour
Administrative support and travel time.....	\$ 80/hour

We are pleased to provide the following detailed budget for this work:

Estimated Professional Fees

<i><u>Phase</u></i>	<i><u>Fee</u></i>
Start up/employee meetings.....	\$2,472
Employee interviews.....	\$5,760
Point factor JE and classification/job descriptions updates ...	\$6,288
Conduct appeals.....	\$2,384
Survey and pay schedule development.....	\$5,920
Final report and presentations.....	<u>\$2,880</u>
Total	\$25,704

Estimated Expenses

Travel, meals, Supplies, long distance communication,
Total

The estimated summary of our fees and expenses are as follows:

Professional fees	\$25,704
Expenses	<u>\$3,862</u>
Total	\$29,566

The above fees are based on the assumption that three (3) client meetings and seventy-five (75) employee interviews will be conducted. Should these numbers change, we are prepared to discuss any adjustment in our fees resulting from such actions.

It is our policy to discuss our fees with clients in order to meet all budget requirements for the work. Possibly some of the work could be eliminated, or the scope of work changed, and the above estimates are a representation of our experience in conducting this type of work.

SECTION 8
SAMPLE OF JOB INCUMBENT QUESTIONNAIRE

We have enclosed, with this proposal, a sample job incumbent questionnaire, which we refer to as a Job Analysis Questionnaire (JAQ). *Please note that we consider this document to be proprietary, and ask that it be handled accordingly.* The JAQ would document the current job duties of each position incumbent and provide other pertinent information necessary for the analysis and review of position duties and responsibilities.

SECTION 9
CLIENT REFERENCES

We invite the City of Sammamish to contact the following references who can comment on the quality of our work and professional competence of our staff. We have included a brief summary of the work we conducted for each.

City of Woodburn, Oregon

We recently completed a classification and compensation study for the City's AFSCME represented employees. Sixty eight (68) classifications were reviewed for consistency and accuracy as a result of interviews conducted with all represented employees. A survey of comparable size municipalities was completed, with recommendations for pay levels and pay ranges.

We also completed a classification study and compensation survey for the City's non-represented positions. Nineteen classes were covered in this study.

- Mary Tennant, City Recorder, (503) 982-5210

Kitsap County, Washington

We recently completed a compensation survey for the County that covered 69 classes. The study included on-site visits to the six survey comparables to review job matches, and working with an employee committee to resolve questions.

- Contact: Lynn Flanig, Personnel Analyst, (360) 337-7185 x3536

Klickitat County, Washington

Martech Associates completed a classification and compensation study for Klickitat County, Washington, that included all departments of the County. A compensation survey was conducted among other Washington and Oregon counties of comparable size. We worked in concert with a classification review committee in this endeavor.

- Contact: Lori Wolford, Director Human Resources, (509) 773-7171

King County Library System

We conducted a complete evaluation and revision to the KCLS compensation plan. The study involved preparing job descriptions and competencies for approximately 120 positions occupied by over 1,000 employees, conducting a salary survey, developing a salary structure, developing a point factor job rating system, and assigning each position to the appropriate salary range.

- Contact: Bruce Schauer, Managing Librarian, (425) 369-3203

Port of Vancouver

We recently completed a compensation and classification study for 32 executive, professional and support classes. The project included employee interviews, a point-factor job evaluation system, direct and published surveys of total compensation, development of new pay schedules, a revised performance management system, and implementation assistance. We are currently doing additional work in other areas for the Port.

- Contact: Maggie Smith, CFO, (503) 289-8824

SECTION 10 SUMMARY

We believe HR Answers is eminently qualified to carry out the work required to bring this study to a successful and acceptable conclusion. Our many years of consulting experience with public entities provide us with insight that other firms may not possess. In particular, we would like to emphasize our many years of experience in reviewing, analyzing, and writing classifications and conducting compensation surveys. Much of this work entailed reviewing our work with the employees involved. We believe we have developed skills to conduct these studies in a highly professional and successful manner.

It is our plan to assign our three most experienced senior consultants to this work, all of whom have worked extensively in classification and compensation issues with public entities and who have combined consulting experience of over 40 years.

Because of the size of our firm, we can assure the City of Sammamish that all work will be completed on schedule in a timely manner. We are able to back up our assigned consultants with other staff members should it be necessary.

We would welcome the opportunity to conduct this work for the City of Sammamish.

Donald Walker
Don Walker
Senior Consultant

Jan. 30, 2007
Date

APPENDIX

B. Describe the level of complexity related to your essential functions/major responsibilities:

- Job involves a *low* level of complexity.
- Job involves a *moderate* degree of complexity.
- Job involves a *high* degree of complexity.

What about your job makes it complex? _____

C. To what degree do *formal* policies and procedures exist which govern your work?

- Operate from *specific and definite* directions and instructions.
- Operate from *established and well known* procedures.
- Determine own *practices and procedures*. Contribute to the development of new concepts.
- Responsible for developing* policies and objectives.

D. Describe the degree to which your job is performed independently, without direct supervision:

- Performs duties under *close* supervision.
- Operate under *moderately high* level of supervision.
- Receive *moderate* supervision.
- Operate *independently – minimal* supervision.
- Perform duties with *little* direction given.

E. Impact of errors: Is your work normally verified or checked by another?

Yes () No () If yes, by what function? (Supervisor, Lead, next job in work flow etc.)

Describe how an error in your work might affect work flow, other jobs, and/or organizations operation in general:

SECTION IV: Communication/Customer Contact

- A. Indicate the nature of your communications inside and outside the organization in terms of frequency and complexity:
 - Contacts are normally made with others *within* the organization.
 - Contacts are normally made with others outside the organization.
 - Contacts are normally made with others both inside and outside the organization.

- B. Describe your most frequent communications within the organization, including type and positions:
 - Contacts are *usually* with own department staff and own supervisor.
 - Contacts are *usually* made with other departments or locations.

- C. To what extent are you *entrusted* with and/or required to communicate confidential or sensitive information?
 - Contacts are seldom about confidential/sensitive matters.
 - Contacts contain some discussion about confidential/sensitive matters.
 - Contacts frequently contain confidential/sensitive information necessitating discretion at all times.

- D. Identify whether you or your supervisor initiates the communications inside or outside the company:
 - Contacts are usually made at the supervisor's request.
 - Contacts are usually made on own initiative.

- E. Of the contacts you have, what percentage are:
_____ % on the phone _____ % face to face

_____ % customer _____ % non-customer

SECTION V: Specific Job Skills

- A. List job skills related to the areas described above (e.g. specific manufacturing or technical skills, ability to use equipment/tools/machinery, interpersonal skills, decision making, judgment, supervisory skills, communication skills, etc.)

- B. Mental activities:
 - 1. Indicate which of the following mental activities are required by the work. Use the following code to indicate how often you use, or how much of your work involves the use of, each mental activity: N = Never (0%), R = Rarely

(0-20%), O = Occasionally (21-50%), F = Frequently (51-80%), and C = Continuously (81+%).

- | | |
|--|---|
| <input type="checkbox"/> Decision Making | <input type="checkbox"/> Use of Discretion |
| <input type="checkbox"/> Interpersonal Skills | <input type="checkbox"/> Presentations/Teaching |
| <input type="checkbox"/> Teamwork | <input type="checkbox"/> Problem Analysis |
| <input type="checkbox"/> Creativity | <input type="checkbox"/> Negotiation |
| <input type="checkbox"/> Customer Service | <input type="checkbox"/> Selling |
| <input type="checkbox"/> Mentoring | <input type="checkbox"/> Training/Supervising |
| <input type="checkbox"/> Read English | <input type="checkbox"/> Write English |
| <input type="checkbox"/> Speak English | <input type="checkbox"/> Understand English |
| <input type="checkbox"/> Perform basic Math (add, subtract, multiply and divide). | |
| <input type="checkbox"/> Perform advanced Math (analysis, statistics, significant data or number manipulation). | |
| <input type="checkbox"/> Perform basic programming (database setup, setting system defaults, some software modification) | |
| <input type="checkbox"/> Perform advanced programming (software development and/or modification, and system development) | |
| <input type="checkbox"/> Independent Judgment and/or Independent Action | |

2. Describe any other mental activities required: _____

C. Physical activities:

1. Indicate which of the following physical activities are required by the work. Use the following code to indicate how often you use, or how much of your work involves the use of, each physical activity: N = Never (0%), R = Rarely (0-20%), O = Occasionally (21-50%), F = Frequently (51-80%), and C = Continuously (81+%).

- | | |
|---|-----------------------------------|
| <input type="checkbox"/> Standing | <input type="checkbox"/> Sitting |
| <input type="checkbox"/> Walking | <input type="checkbox"/> Bending |
| <input type="checkbox"/> Stooping | <input type="checkbox"/> Kneeling |
| <input type="checkbox"/> Crawling | <input type="checkbox"/> Climbing |
| <input type="checkbox"/> Fingering | <input type="checkbox"/> Grasping |
| <input type="checkbox"/> Talking | <input type="checkbox"/> Hearing |
| <input type="checkbox"/> Reaching | <input type="checkbox"/> Handling |
| <input type="checkbox"/> Repetitive motions of feet | <input type="checkbox"/> Feeling |
| <input type="checkbox"/> Repetitive motions of hands/wrists | |

2. For the following, fill in the average number of pounds throughout a normal day that are pushed, pulled, etc.

- | | | | |
|----------------------------------|-------|-----------------------------------|-------|
| <input type="checkbox"/> Pushing | _____ | <input type="checkbox"/> Pulling | _____ |
| <input type="checkbox"/> Lifting | _____ | <input type="checkbox"/> Carrying | _____ |

3. Describe any other physical activities required: _____

SECTION VI: Education/Experience

A. Formal education/training:

1. Which formal education level is *required* to perform your job? (DO NOT indicate your education level, rather the minimum level required to perform the job.):

- No formal education required.
- High school education or equivalent.
- Some higher education or vocational training specializing in _____
- Associate degree or equivalent specializing in _____
- Bachelor degree or equivalent specializing in _____
- Certification - explain: _____

2. What kind/type of training is required to perform your job? Indicate the amount of time and whether the training is attained on the job or in a classroom setting:

3. Does your job require certain licenses, certificates, registration? Explain:

B. Experience:

1. Please indicate the amount and type of work experience that is required to do your job (again, NOT your personal experience):

Identify type of experience required.

No specific experience is required.

1-6 months _____

- 6-12 months _____
- 1-2 years _____
- 2-4 years _____
- 5-8 years _____
- More than 8 years _____

2. Describe the extent of knowledge about other organization functions that are required to perform your job; include amount of experience needed, if applicable: (For example, Customer Service needs to know about order and distribution processes to best assist customer.)

SECTION VII: Job Conditions

A. Describe the job conditions which apply to your job; include any hazardous tasks or environments:

- | | |
|---|---|
| <input type="checkbox"/> Extensive travel | <input type="checkbox"/> Heavy lifting |
| <input type="checkbox"/> Substantial overtime | <input type="checkbox"/> Constant standing |
| <input type="checkbox"/> Evening meetings | <input type="checkbox"/> Extensive close work |
| <input type="checkbox"/> On-call status | <input type="checkbox"/> Extensive CRT work |
| <input type="checkbox"/> Other (describe) | |

B. What are normal working hours for your job? _____

SECTION VIII: Other Related Information

A. Do you spend eight or more hours per week performing clerical duties (typing, filing, etc.)?

Yes () No ()

B. Indicate the approximate dollar value of organization resources (e.g., inventory, equipment, cash, facilities, etc.) under your immediate control, or which you directly affect:

C. Describe the records maintained by you in terms of their volume, sensitivity, and confidentiality:

SECTION IX: Additional Comments

A. Please list any additional comments that will provide a more accurate or complete description of your job:

Attachment

to Job Analysis Questionnaire

for Managerial, Supervisory, or Professional Staff

A. Staffing accountability

1. Describe any supervisory responsibilities that you have:

- Job is not supervisory in nature.
- Job is supervisory to the extent that daily work direction is provided to personnel in subordinate classifications.
- Job includes full supervisory responsibilities such as:
 - a. Providing daily work direction responsibilities.
 - b. Approval of absences or overtime.
 - c. Recommendations and/or approval regarding hiring, terminations, pay changes or job changes.
- Other (describe): _____

2. If job is supervisory, indicate how many employees are supervised:

_____ year-round _____ seasonal

3. Identify categories of subordinate staff (clerical, service, professional, etc.):

B. Scope of decision-making authority

1. Describe the scope of decision-making authority exercised in your job:

- Decisions are made within prescribed operating guidelines.
- Decisions are made within organization policy constraints.
- Decisions are made within broad interpretation of applicable laws, governmental guidelines.
- Other (describe): _____

2. Describe typical decisions made: _____

C. Scope of budgetary accountability

1. Describe the scope of budgetary accountability encountered in your job:

- Not accountable for budget preparation or compliance.
- Make budgetary recommendations.
- Partial budgetary preparation/compliance accountability.
- Total budgetary preparation/compliance accountability.
- Other (describe): _____

2. Estimate the annual level of your operating budget:

- | | |
|--|---|
| <input type="checkbox"/> No operating budget | <input type="checkbox"/> \$100,000-250,000 |
| <input type="checkbox"/> Under \$50,000 | <input type="checkbox"/> \$250,000-500,000 |
| <input type="checkbox"/> \$50,000-100,000 | <input type="checkbox"/> Greater than \$500,000 |

D. Scope of capital asset/equipment control accountability

1. Describe the scope of capital asset control accountability in your job:

- Not accountable for control of capital assets.
- Partially accountable for control of capital assets.
- Totally accountable for control of capital assets.

2. Estimate the current value of capital assets/equipment for which you have control accountability:

- | | |
|---|---|
| <input type="checkbox"/> Under \$25,000 | <input type="checkbox"/> \$100,000-250,000 |
| <input type="checkbox"/> \$25,000-50,000 | <input type="checkbox"/> \$250,000-500,000 |
| <input type="checkbox"/> \$50,000-100,000 | <input type="checkbox"/> Greater than \$500,000 |

E. Scope of long-range planning involvement

Describe the scope of long-range planning involvement encountered in your job:

1. Operational (Internal):

- Not involved in long-range operational planning.
- Informally makes recommendations concerning long-range operational planning.
- Partially accountable for long-range operational planning.
- Totally accountable for long-range operational planning.

2. Strategic (External):

- Not involved in long-range strategic planning.
- Informally makes recommendations concerning long-range strategic planning.
- Partially accountable for long-range strategic planning.
- Totally accountable for long-range strategic planning.

Attachment to Job Analysis Questionnaire

Supervisor's Comments

Supervisors are requested to review the information provided by the job incumbent on the job analysis questionnaire. Supervisors should make any comments concerning accuracy, thoroughness, etc. in the space below. Identify whether this position is accurately described, over or understated. Explain difference between this description and the position's responsibilities as you see them.

Supervisors are requested to sign this form as a means of verifying their review of the information submitted by the job incumbent. Completed forms should be returned to

_____ by
_____.

Supervisor's Signature

Date