



**Request for Proposal  
RFP-MCC-2103**

**Salary Review**

**Municipality of the County of Cumberland**

**Closing Date: April 12, 2021**

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## **1 THE ASSIGNMENT**

### **1.1 Background and Project Objectives**

The Municipality of the County of Cumberland's *Personnel Policy* indicates that a salary review be conducted every five years. In 2015, an RFP was issued and a consultant was hired to completed a review of staff salary and council remuneration. The Municipality currently operates with 9 job levels that each contains 6 steps.

The Municipality of the County of Cumberland (the Municipality) represents both urban and rural populations and related services. Employees have current, up to date position descriptions within the last year. Within our staff compliment, the Municipality has 20 + unionized staff.

Recognition and attraction issues regarding existing and future employees is always on the radar of Council and Senior Staff of the Municipality. There is a wide-spread recognition that salary levels need to be competitive to retain a highly skilled workforce.

The objective of the Salary Review is to ensure:

- Internal equity amongst staff;
- Council salary levels are fairly assessed by an external party;
- The established job evaluation tool continues to meet the needs of the organization and employees;
- The Municipality is able to effectively retain its employee base through competitive and fair salaries.

### **1.2 Scope of Work**

The consultant will be expected to address the following components within the Salary Structure Analysis:

1. Review the job descriptions of all permanent employees of the Municipality to fully understand the scope of responsibility, the key job functions, educational and skill requirements for each position;
2. Compare benchmark positions to other rural municipalities in the Maritimes;
3. Assess the job evaluation tool and provide possible recommendations;
4. Assess our current salary bands and provide recommendations; and
5. Conduct a thorough review of Council's existing level of remuneration in comparable Municipalities and to make recommendations on appropriate levels of adjustment to existing remuneration for the positions of Mayor, Deputy Mayor and Councillor if necessary;

## **2 PROJECT DELIVERABLES**

### **2.1 General**

The project deliverables and meetings defined below are the minimum requirements for the execution of the study. Should the proponent feel that it is desirable to produce additional deliverables then these should be described explicitly in the proposal. The following are considered the minimum deliverables:

- Work Plan
- Communication Plan
- Progress Reports
- Draft Report
- Final Report

Where meetings are planned to review the deliverables, the proponent shall allow for a minimum of one week between the date when the deliverable is available for circulation and the date of the meeting.

### **2.2 Work Plan**

Before commencing the project, the proponent shall prepare a Work Plan, which shall take the form of a detailed description of the steps to be followed in the study process. This plan will indicate the sequencing and staging of tasks, key decision points, the expected completion date for each task and the interrelationship between the completion of the tasks and the preparation of the project deliverables. The Work Plan shall be delivered to the committee and a meeting scheduled for review and approval of the Work Plan prior to commencing work.

### **2.3 Progress Reports**

Written progress reports, highlighting activities undertaken, results achieved and outlining any unexpected delays, problems or difficulty which arise as the project progresses shall be submitted regularly as agreed upon.

### **2.4 Draft Reports**

The Draft Report shall be prepared for distribution to the Salary Review Committee. Following a thorough review of the Draft Report and satisfactory resolution of all issues raised during the review period the proponent shall review the Draft Report with the CAO. Following the review of the Draft Report with the CAO, a complete Final Report shall be prepared for Council.

The Draft Report shall be considered a “draft” for the Final Report – all topics covered by the report shall be addressed, and the Draft Report shall not be prepared until study work is sufficiently far advanced that no significant new information will be introduced between the Draft Report preparation, and preparation of the Final Report.

### **2.5 Final Report**

The Final Report shall be prepared for acceptance by Council. committee.

## **2.6 Meetings**

The following are mandatory meetings to be attended by the successful proponent:

- Presentation of the Work plan to the Committee;
- Presentation of the Draft Report to the Committee;
- Presentation of the Draft Report to the CAO; and
- Presentation of the Final Report to Council

## **3 MANDATORY REQUIREMENTS**

### **3.1 Experience**

The required experience should be comprised, but not limited to the following:

- Research and analysis techniques;
- Evaluation and assessment techniques;
- Related experience in human resources management;
- Related experience in salary review; and
- Related experience of all of the above in the municipal context.

### **3.2 Confidentiality**

It is understood that the successful proponent may be required to retain information and copies of the findings and resulting report. However, the findings and resulting report is understood to be the property of the Municipality and shall remain confidential to the successful proponent and the project team. It is also understood that any material pertaining to the project that is disclosed to the successful proponent by the Municipality of a confidential nature will also be expected to be kept confidential. The proponent shall indicate in the proposal that this is agreed to and upon awarding of the proposal may be requested to sign a document agreeing to these terms.

## **4 PROPOSAL FORMAT**

All respondents must submit one hard copy and one electronic copy on a USB drive containing the detailed information as requested in this section and structured according to the format and number scheme used in the RFP.

### **4.1 Firm Identification and Contact**

Each respondent should provide their full legal name, if incorporated, and the name, title, address, telephone number, facsimile number and e-mail address of the individual to be contacted with respect to the submission.

### **4.2 Project Team and Experience**

The respondent should identify all proposed team members and their role in the project. For each proposed member indicate:

- Name and firm association; if different from contact;

- Role in the project;
- A brief description of the individuals' qualifications and their experience, both professional and practical;
- A list of relevant previous assignments and a brief description of their roles; and
- Three references for similar projects

### 4.3 Comprehension of the Assignment

Indicate your understanding of the scope and complexity of the assignment. Indicate the problems /issues likely to be encountered. Your definition of "public sector" shall be included in this section.

### 4.4 Approach

Describe your methodology, method of research, additional reference materials and source documentation resources to be used and any other relevant and/or unique attributes of your approach. The general methodology expected is as follows:

#### Introductory Meeting

- The Municipality will outline our priorities and objectives;
- Any relevant materials in our possession will be turned over to the consultant, including the salary reviews conducted in 2011 and 2015, the existing salary grid, all current job descriptions, and the *Personnel Policy*;
- The consultant will describe the process they will employ in the Work Plan; and
- Agreement is reached on process and communications.

#### Data Collection and Review

- Review the job descriptions of all employees to fully understand the scope of responsibility, the key job functions, and educational and skill requirements for the position;
- Salary data for other municipalities will be compiled and analyzed. Municipalities shall be chosen for comparison based on population, budget, staff complement and geographic location; and
- Remuneration data for Councils of other municipalities will be compiled and analyzed.

#### Analysis and Assessment

- Consultants review the existing salary ranges for all current municipal positions;
- Consultants review and evaluate the existing salary scale;
- Consultants review and evaluate the existing job evaluation tool;
- Consultants review and evaluate existing steps on the Municipality's pay scale;
- Consultants provide recommendations on remuneration for the positions of Mayor, Deputy Mayor and Councillor;

#### Draft Report to the Committee

- Draft report is submitted to the Committee;
- Comments and revisions are provided to the consultants;
- Necessary revisions are made; and
- Report is accepted by the Committee

#### Draft Report to the CAO

- Draft report is submitted to the CAO;
- Comments and revisions are provided to the consultants;
- Necessary revisions are made;
- Report is accepted by the CAO; and
- Report is finalized.

#### Final Report

- One presentation is made to Council a on the findings contained within the report;
- Report is made available in hard copy and electronic format (PDF).

### **4.5 Project Plan and Schedule**

The respondent shall include a proposed project plan (including a proposed schedule/timetable and deliverables, with the identification of team member involvement). It is anticipated that the consultant selection date will be one week after the closing date. Timeframes of the contract will be based on the date the contract is awarded.

### **4.6 Fees and Expenses**

Each respondent is responsible for any and all costs and expenses incurred in the performance of the project.

The activities listed in this Request for Proposals are the minimum requirements to be undertaken.

### **4.7 Budget**

The Municipality has an approved budget of \$20,000 (excluding HST) for this project.

## **5 PROPOSAL EVALUATION PROCESS AND AWARD**

Evaluations will be scored based on:

Qualifications of Team: 20%

Similar Experience: 20%

Approach: 30%

Viable Timeframes and Proposed Schedule: 20%

Cost: 10%

The contract will be awarded to the proponent that scores the highest on the evaluation, provided that the financial proposal satisfactorily meets the expectations of the Evaluation Committee.

In the event that no satisfactory proposals are received, the Committee reserves the right to reissue the project.

Once a conditional award is made, any concerns with the proposal which have been brought out through the evaluation process may be negotiated with the selected proponent. Final award will be subject to satisfactory submission of the Work Plan.

Upon notification of the conditional award, the successful proponent shall submit to the committee a PDF document of the detailed Work Plan within five business days. Failure to provide the Work Plan in a timely manner may result in disqualification and award of the project to another proponent.

It is acknowledged that the contents of proposals submitted in response to this RFP are confidential and shall not be released to other parties.

## **6 GENERAL**

### **6.1 Inquiries/Contact**

All inquiries and questions regarding the RFP shall be directed to the Acting Manager of Organizational Development & Innovation prior to the submission date by email.

Kellie Seaman  
Acting Manager of Organizational Development & Innovation  
kseaman@cumberlandcounty.ns.ca

### **6.2 Proposal Submission**

A hard copy of the proposal and an electronic copy on a USB drive shall be submitted in a sealed envelope on or before the closing date and time of Monday, April 12, 2021 at 2:00 pm. Emailed or faxed submissions will not be accepted. Envelopes shall be clearly marked "RFP-MCC-2103 – Salary Review" and are to be addressed to:

Municipality of the County of Cumberland  
Kellie Seaman, Acting Manager of Organizational Development & Innovation  
1395 Blair Lake Rd  
Amherst NS B4H 3Y4

### **6.3 Notification**

During the period of a week after the closing, submissions will be assessed and proponents may be contacted to answer questions or to present their proposal. The successful respondent will be notified soon after the assessment week of the conditional award. The unsuccessful



respondents will be informed in writing.

#### **6.4 Contract Award**

The award of this RFP is conditional upon the successful respondent entering into an agreement to perform the services and other obligations as required by this RFP.

#### **6.5 Payment of Fees**

The fees of the consultant will be paid as follows:

- 30% of the quoted fees on acceptance of the Work Plan
- 50% of the quoted fees on the submission of the Draft Report
- 20% of the quoted fees on the acceptance of the Final Report