

EXHIBIT 6-A

**PROPOSAL TO CONDUCT A  
CLASSIFICATION AND COMPENSATION STUDY**

FOR THE

**MONTEREY PENINSULA  
WATER MANAGEMENT DISTRICT**

**SEPTEMBER 2008**

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**PUBLIC SECTOR PERSONNEL CONSULTANTS**

*Regional Location: 915 L. Street, #C-102, Sacramento, California 95814*

*National Office: 1215 W. Rio Salado Parkway, Ste 109, Tempe, Arizona 85281*

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# PROPOSAL TO CONDUCT A CLASSIFICATION AND COMPENSATION STUDY FOR THE MONTEREY PENINSULA WATER MANAGEMENT DISTRICT

## TABLE OF CONTENTS

<u>Section</u>	<u>Page</u>
1	-
<b>SUBMITTAL LETTER – STATEMENT OF UNDERSTANDING</b>	
2	-
<b>DESCRIPTION OF FIRM</b>	
<i>HISTORY AND FACTS ABOUT OUR FIRM</i>	
3	-
<b>EXPERIENCE OF FIRM</b>	
<i>CLIENT REFERENCES</i>	
<i>STUDIES COMPLETED IN PAST 24 MONTHS</i>	
<i>UTILITY EMPLOYER PROJECTS COMPLETED</i>	
<i>REPRESENTATIVE CALIFORNIA EMPLOYERS SERVED</i>	
4	-
<b>EXPERIENCE OF STAFF</b>	
<i>PROJECT TEAM ORGANIZATION CHART</i>	
<i>RESUMES OF PROJECT TEAM MEMBERS</i>	
5	1
<b>WORK PLAN AND METHODOLOGY</b>	
<i>SUMMARY OF SERVICES FOR THE DISTRICT</i>	
<i>PROJECT SCOPE AND METHODOLOGY</i>	
<i>A. OBJECTIVES OF THE PROJECT</i>	
<i>B. SCOPE OF THE PROJECT</i>	
<i>C. PROJECT METHODOLOGY</i>	
1. Quality Assurance	
2. Project Planning Meetings and Communication Plan Development	
<i>D. POSITION CLASSIFICATION</i>	
1. Review of Essential Tasks – Position Analysis Questionnaire	
2. Employee Worksite Job Information Interviews	
3. FLSA Status Determination	
4. Position Classification	
5. Updated Classification Specifications	
6. Draft Classification Plan Reviews	
7. Resolution of Employees' Classification Reviews	
8. Optional Approaches to Ensure Internal Equity	
<i>E. EXTERNALLY COMPETITIVE COMPENSATION PLAN</i>	
1. District Involvement in Compensation Plan Development	
2. Comprehensive Compensation Survey	
3. Prevailing Rates Calculation	
4. Compensation Competitiveness Comparison	
5. Compensation Competitiveness Policy	
6. Salary Plan Structure Development	
7. Salary Range Assignment Development	
8. Implementation Plan Development	
9. Draft and Final Report Preparation	
10. Final Report Presentations	
11. <i>EZ COMP™</i> Program Installation	
12. Implementation Warranty	

(CONTINUED ON NEXT PAGE)

# PROPOSAL TO CONDUCT A CLASSIFICATION AND COMPENSATION STUDY FOR THE MONTEREY PENINSULA WATER MANAGEMENT DISTRICT

## TABLE OF CONTENTS

<u>Section</u>	<u>Page</u>
F. <i>ENSURING THE DISTRICT'S SELF-SUFFICIENCY</i>	7
1. Procedure Manuals	7
2. Training Workshop	7
3. Electronic Class Spec Library	7
4. <b>EZ COMP™</b>	7
5. Initial Year's Implementation Warranty Support	7
G. <i>EXTENSIVE EMPLOYEE INCLUSION AND COMMUNICATION</i>	8
H. <i>MINIMAL DISTRICT SUPPORT REQUIRED</i>	8
<b>6</b>	
<b>TIME SCHEDULE</b>	
<i>ELAPSED PROJECT TIMELINE – GANTT CHART</i>	9
<b>7</b>	
<b>PROJECT COST</b>	10
<b>8</b>	
<b>PSPC BOOKLETS</b>	-
<i>PSPC BOOKLET: "Communicating the Project to the Employees"</i>	
<i>PSPC BOOKLET: "EZ COMP™" Program Description</i>	
<b>PSPC EZ COMP™ CD-ROM</b> (See Inside Front Cover)	

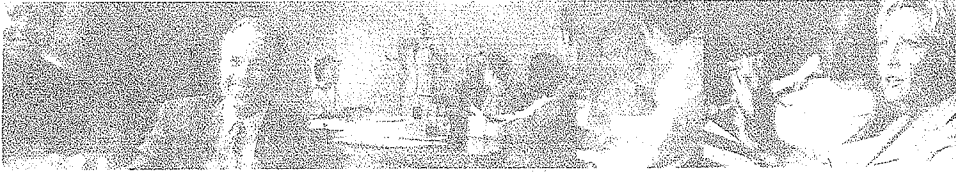
**PROPOSAL TO CONDUCT A  
CLASSIFICATION AND COMPENSATION STUDY FOR THE  
MONTEREY PENINSULA WATER MANAGEMENT DISTRICT**

**SUBMITTAL LETTER**

*STATEMENT OF INTEREST AND UNDERSTANDING*

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**PUBLIC SECTOR PERSONNEL CONSULTANTS**



**PUBLIC  
SECTOR**  
**PERSONNEL  
CONSULTANTS**

September 12, 2008

Ms. Cynthia Schmidlin  
Human Resources Analyst  
Monterey Peninsula Water Management District  
5 Harris Court, Building G  
Monterey, CA 93942-0085

Dear Selection Team:

Pursuant to your RFP, we are pleased to submit our proposal to assist the District with a Classification and Compensation Study. We specialize in this field, and have provided similar services to more than 1,000 public employers throughout the US, including more than 100 public employers in California. ***We understand the project to include:***

A management and employee communication plan; partnership with the District's Administrative Services and Human Resources staff, General Manager, and project designee(s); occupational, organizational, and operational familiarization; Position Analysis Questionnaire (PAQ) and job analysis for select classifications; worksite job information interviews; position classification and job title recommendations for all employees and classifications; updated ADA/EEO-compliant classification specifications; ***EZ COMP™***; internal equity and external competitiveness evaluation; base compensation survey and competitiveness analysis; salary range recommendations; fiscal impact estimates; updated classification and compensation plan and one year of classification and compensation plan implementation support for approximately 28 employees in an estimated 24 occupational job classes

We are confident that our extensive public employers classification and compensation experience, large specialized and highly qualified staff, proven methods, unique ***EZ COMP™*** application to ensure the District's self-sufficiency, and one year of implementation support and assistance at no cost, will achieve all of the District's objectives for this important project.

Our proposal remains valid for a period of not less than 90 days. We take no exceptions to the RFP and are able to meet all stated or implied selection criteria.

We appreciate the District's consideration of our proposal. I will be your primary contact for this proposal, act as our firm's responsible agent, and below is my contact information. We would welcome the opportunity to further present our qualifications and interest in person should that assist the District with this important decision.

Sincerely,

Matthew Weatherly  
President

(888) 522-7772 PH  
(480) 970-6019 FX  
[mweatherly@compensationconsulting.com](mailto:mweatherly@compensationconsulting.com)

**cc: Robert Miles, PSPC – Sacramento**

**PROPOSAL TO CONDUCT A  
CLASSIFICATION AND COMPENSATION STUDY FOR THE  
MONTEREY PENINSULA WATER MANAGEMENT DISTRICT**

**DESCRIPTION OF FIRM**

*HISTORY AND FACTS ABOUT OUR FIRM*

## HISTORY AND FACTS ABOUT OUR FIRM

- **HISTORY OF OUR FIRM**

*Public Sector Personnel Consultants (PSPC)* originated in 1972 with the Public Sector Group of the international human resources consulting firm of Hay Associates. *PSPC* was established as an independent firm in 1982.

- **REGIONAL STAFF**

Our national office is in Tempe, AZ, and we have additional locations or affiliates in Austin, TX, Columbus, OH, Chicago, IL, Dallas, TX, Denver, CO, Kansas City, MO, Los Angeles, CA, Sacramento, CA, St. Paul, MN, San Diego, CA, Santa Fe, NM, and Seattle, WA.

- **SPECIALIZED IN COMPENSATION SERVICES**

We are "super-specialists" in compensation, providing services in job analysis, position classification, job content evaluation, compensation, and directly related services. **Over 98% of our classification and compensation studies have been successfully implemented by our clients.**

- **SPECIALIZED IN STATE AND LOCAL GOVERNMENT CLIENTS**

We provide services exclusively to public sector employers including municipalities, counties, utility districts, library districts, special districts, state governments, housing and redevelopment agencies, school districts, higher education, and tribal governments.

- **SPECIALIZED COMPENSATION STAFF**

Our staff is comprised of ten (10) full time and an additional five (5) part time senior human resources professionals with very extensive experience as compensation managers and consultants for public employers. Our staff has more than 100 years of combined experience working for and consulting to public sector employers.

- **OVER 1,000 PUBLIC EMPLOYERS SERVED**

Our staff members have provided compensation, human resources, training and related consulting services to more than 1,000 public and 200 private employers throughout the U.S.

- **AMERICAN COMPENSATION ASSOCIATION PARTICIPATION (ACA) (NOW WORLDATEWORK)**

Our consultants are active members of ACA, including serving as instructors for the ACA certification courses.

- **SPECIALIZED COMPENSATION AND RELATED RESOURCES**

We utilize our **EZ COMP™** salary survey and plan program, modified **FES** point-factor job evaluation system, **AEP™** performance evaluation plan, and **SNAP™** staffing needs analysis program.

- **FIRST YEAR IMPLEMENTATION WARRANTY**

We provide our clients with extensive implementation support during the first year, and we will analyze, evaluate, classify, and provide a salary range recommendation for any new or changed position or entire job class, at no additional cost.

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**EXPERIENCE OF FIRM**

*CLIENT REFERENCES  
STUDIES COMPLETED IN PREVIOUS 24 MONTHS  
UTILITY EMPLOYERS SERVED BY OUR FIRM  
CALIFORNIA EMPLOYERS SERVED BY OUR FIRM*



## **REPRESENTATIVE PROJECT REFERENCES**

Following is a listing of agencies which are representative of the more than 1,000 employers for whom members of our firm have services similar to those requested by the Monterey Peninsula Water Management District. Additional references are available.

### ***MONTEREY-SALINAS TRANSIT, CA***

Ms. Lyn Owens  
Director of Human Resources  
One Ryan Ranch Road  
Monterey, CA 93940  
(831) 393-8131

**Services Provided:** Position Classification and FY 2007 Compensation Plan

### ***SACRAMENTO REGIONAL SANITATION DISTRICT, CA***

Mr. Dan Bonebrake  
Plant Administrative Manager  
8521 Laguna Station Road  
Elk Grove, CA 95758  
(916) 875-9105

**Services Provided:** Salary and Benefits Survey, for FY 2006 Salary Plan

### ***SAN CLEMENTE, CITY OF, CA***

Mr. Sam Penrod  
Human Resources Manager  
100 Avenida Presidio  
San Clemente, CA 92672  
(949) 361-8313

**Services Provided:** Position Classification and FY 2009 Compensation Plan

### ***SEASIDE, CITY OF, CA***

Ms. Roberta Greathouse  
Personnel Services Manager  
440 Harcourt Avenue  
Seaside, CA 93955  
(831) 899-6713

**Services Provided:** Compensation Survey and FY 2008 Compensation Plan

### ***CEDAR FALLS UTILITIES, IA***

Mr. Robert Dieter  
Director of Employee Services and General Counsel  
Utility Parkway, PO Box 769  
Cedar Falls, IA 50613  
(319) 268-5203

**Services Provided:** Position Classification and FY 2008 Compensation Plan

PUBLIC EMPLOYERS SERVED 2006-2008

AFGE 14th District, DC  
Agua Fria High School District, AZ  
Alaska Growth Capital, AK  
Apache County, AZ  
Austin Community College, TX  
Boone County, MO  
Borough of Fox Chapel, PA  
CA Family Health Council  
Capitol Area Development Authority, CA  
Carson City School District, NV  
Cedar Falls Utilities, IA  
City of Banning, CA  
City of Bismarck, ND  
City of Bozeman, MT  
City of Burlison, TX  
City of Canon City, CO  
City of Casa Grande, AZ  
City of Colleyville, TX  
City of Commerce, CA  
City of Compton, CA  
City of Coolidge, AZ  
City of Corcoran, CA  
City of Corinth, TX  
City of Dana Point, CA  
City of Eagle Pass, TX  
City of El Centro, CA  
City of El Paso, TX  
City of Eloy, AZ  
City of Fort Pierce, FL  
City of Frisco, TX  
City of Haltom City, TX  
City of Henderson, NV  
City of Horseshoe Bay, TX  
City of Inglewood, CA  
City of Lake Havasu City, AZ  
City of Las Cruces, NM  
City of Long Beach, CA  
City of Longview, TX  
City of Maricopa, AZ  
City of New Braunfels, TX  
City of Palm Springs, CA  
City of Pasadena, CA  
City of Paynesville, MN  
City of Provo, UT  
City of Rialto, CA  
City of Riverside, CA  
City of Rowlett, TX  
City of Sachse, TX  
City of Sacramento, CA  
City of San Angelo, TX  
City of San Clemente, CA  
City of San Juan Capistrano, CA  
City of San Marcos, TX  
City of Seaside, CA  
City of South Gate, CA  
City of Southlake, TX  
City of Steamboat Springs, CO  
City of Stockton, CA  
City of Tempe, AZ  
City of Tolleson, AZ  
City of Tomball, TX  
City of Willcox, AZ  
City of Williston, ND  
City of Windcrest, TX  
City of Winslow, AZ  
City of Wylie, TX  
Community Assoc. of the Woodlands, TX  
Contra Costa Community College, CA  
Cranberry Township, PA  
Curry County, NM  
Dallas Housing Authority, TX  
Douglas County, NV  
East Fork Fire & Paramedic District, NV  
El Paso County, TX  
Franklin Park Borough, PA  
Ft. Wayne Housing Authority, IN  
Gila County, AZ  
Grand Forks Regional Airport Authority, ND  
Grayson County, TX  
Harrison County, TX  
Highland Community College, IL  
Housing Auth. of the City of Las Cruces, NM  
Housing Auth. of the Cnty of Clark, NV  
Housing Authority of the Cnty of Alameda, CA  
Inkster Housing Commission, MI  
Isaac School District No. 5, AZ  
Lake Tahoe Community College District, CA  
Laramie County Health, WY  
Laramie County Library System, WY  
Laramie County, WY  
Lewis County, WA  
Littleton Elementary School District, AZ  
Los Alamos County, NM  
Madison School District, AZ  
Marana USD, AZ  
Maricopa Association of Governments, AZ  
Maricopa Housing Authority, AZ  
Minot Park District, ND  
Missoula County Airport Authority, MT  
Monterey-Salinas Transit, CA  
Natrona County, WY  
Navajo Partnership for Housing, Inc., AZ  
New Mexico Association of Counties  
New Mexico Junior College

**PUBLIC EMPLOYERS SERVED 2006-2008**

North County Fire Protection District, CA  
Northern Arizona Council of Gov'ts, AZ  
Oakland Housing Authority, CA  
Palmer Chiropractic College, IA  
Phoenix Union High School District #210, AZ  
Pierce County Library System, WA  
Pima County Superior Court, AZ  
Pinal County, AZ  
Regional Transportation Commission, NV  
Sacramento Housing & Redevelopment Agency, CA  
Sacramento Municipal Utility District, CA  
San Xavier District, AZ  
Santa Cruz County, AZ  
Santa Fe County, NM  
Sarasota Manatee Airport Authority, FL  
Shaler Township, PA  
Spirit Mountain Gaming, OR  
Spokane Public Library, WA  
State Fair Community College, IA  
Sunnyside USD No. 12, AZ  
Timberland Regional Library District, WA  
Town of Camp Verde, AZ  
Town of Florence, AZ  
Town of Mountain Village, CO  
Town of Payson, AZ  
Town of Pinetop-Lakeside, AZ  
Town of Sahuarita, AZ  
Town of Windsor, CO  
Township of Pine, PA  
Upper Missouri District Health Unit, ND  
Village of Bosque Farms, NM  
Village of Carol Stream, IL  
Village of Los Lunas, NM  
Western Arizona Council of Governments  
Williams County, ND  
Windsor Severance Library District, CO  
Yukon Kuskokwim Health Corporation, AK  
Yuma County, AZ  
Yuma County Superior Court, AZ

## REPRESENTATIVE CALIFORNIA PUBLIC EMPLOYERS SERVED

Following is a listing of California public employers served by members of our staff. *Some were served while our staff members were with other consulting firms such as Hay Associates, Hewitt Associates or Commonwealth Personnel Services, prior to joining our firm.*

Azusa, City of	National City, City of
Banning, City of	Needles, City of
Berkeley, City of	Norco, City of
Buena Park, City of	North County Fire Protection District, CA
Burbank, City of	Oakland County
CA Family Health Council	Oakland Housing Authority, CA
CA State University	Oakland, City of
Calexico, City of	Palm Springs, City of
California, State of	Pasadena, City of
California, University of	Placentia, City of
Camarillo, City of	Pleasanton, City of
Capital Area Development Authority	Pomona, City of
Commerce, City of	Public Employers Risk Management Authority
Compton, City of	Redwood City, City of
Contra Costa Junior College	Rialto, City of
Corcoran, City of	Ridgecrest School District
Covina, City of	Riverside County
Culver City, City of	Riverside School District
Dana Point, City of	Riverside, City of
Downey, City of	Sacramento Housing Authority
El Centro, City of	Sacramento Municipal Utility District
El Monte, City of	Sacramento Regional Sanitation District
El Segundo, City of	Sacramento, City of
Fresno State College	San Clemente, City of
Gardena, City of	San Diego County
Glendale, City of	San Diego, City of
Harbor General Hospital	San Francisco State College
Hawaiian Gardens, City of	San Jose, City of
Hawthorne, City of	San Juan Capistrano, City of
Hemet, City of	San Juan Public Schools
Housing Authority of Alameda County	Santa Ana, City of
Huntington Beach, City of	Santa Barbara County
Indio, City of	Santa Cruz County
Inglewood, City of	Santa Cruz, City of
Inland Valley Dev Agency	Santa Monica, City of
Lake Tahoe Community College	Seaside, City of, CA
Lakewood, City of	Sisters of St. Joseph
Lawndale, City of	Solana Beach, City of
Lincoln, City of	South Gate, City of, CA
Lompoc, City of	Stockton, City of
Long Beach, City of	Susanville Public Schools
Los Angeles Community Colleges	Sutter-Yuba Counties Health Department
Los Angeles County	Torrance, City of
Los Angeles County Police	Tracy, City of
Los Angeles, City of	Valencia, City of
Mendocino College	Ventura County
Montclair, City of	Ventura County Housing Authority
Monterey Park, City of	Visalia, City of
Monterey/Salinas Transit	Water Facilities Authority
Moro Bay, City of	West Covina, City of
Morongo Valley Schools	Yuba City, City of
Mountain View, City of	

## **REPRESENTATIVE UTILITY EMPLOYERS SERVED**

Ashville Metro Sewerage District, NC  
Bryan Board of Light/Water, OH  
Cedar Falls Utilities, IA  
Chicago Metro Sanitary District, IL  
City of Tracy Public Water Department, CA  
Clark County Sanitation District, NV  
Des Moines Water Works, IA  
Goforth Water System, TX  
Green Bay Sewerage District, WI  
Johnson County Water District, KS  
Lake LBJ Municipal Utility District, TX  
Las Vegas Valley Water District, NV  
Maricopa County Public Works Department, AZ  
Metro Sewerage Dist – Buncomb County, NC  
Metro Water District, IL  
Milwaukee Metro Sewer District, WI  
Navajo Tribal Utility Authority, AZ  
North Table Mountain Water District, CO  
Sacramento Regional Sanitation District, CA  
Sacramento Municipal Utility District, CA  
Salt Lake City Metro Water District, UT  
St. Louis Metro Sanitary District, MO  
Water and Sewer Authority, AFGE Local 631, DC  
Water Facilities Authority, CA

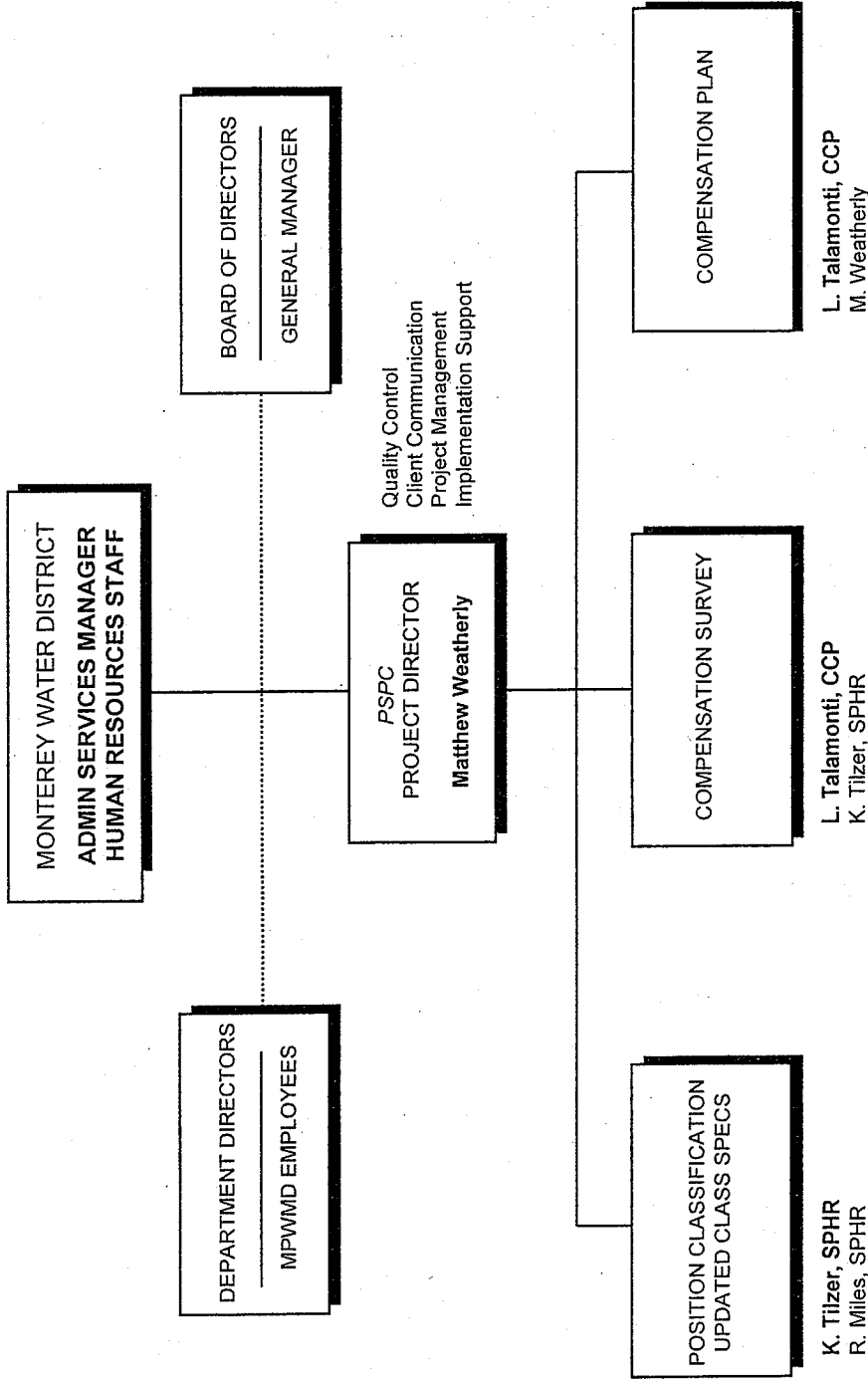
**PROPOSAL TO CONDUCT A  
CLASSIFICATION AND COMPENSATION STUDY FOR THE  
MONTEREY PENINSULA WATER MANAGEMENT DISTRICT**

**EXPERIENCE OF STAFF**

*PROJECT TEAM ORGANIZATION CHART  
RESUMES OF PROJECT TEAM MEMBERS*

# MONTEREY PENINSULA WATER MANAGEMENT DISTRICT PROPOSAL TO CONDUCT A CLASSIFICATION AND COMPENSATION STUDY

## PROJECT TEAM ORGANIZATION CHART



Position Description Questionnaire  
Job Information Interviews  
Updated Classification Specifications  
Position Classification  
Appeal Resolution  
FLSA Designations  
Implementation Support

Market Definition  
Benchmark Definitions  
Data Collection  
Data Validation  
Statistical Reports  
Market Comparison  
Implementation Support

Competitiveness Strategy  
Salary Range Assignments  
Compensation Analysis  
Fiscal Impact Analysis Scenarios  
EZ COMP™ Installation  
Admin / HR Staff Training  
Implementation Support

## ROBERT A. MILES, SPHR

Mr. Miles has over 25 years of experience as a human resources manager and consultant for public employers, specializing in position classification and compensation. He has served as Personnel Analyst for the City of Ft. Lauderdale, FL, Personnel Manager for the City of West Palm Beach, FL, Director of Human Resources for the Palm Beach County Sheriff's Department, FL., and Deputy Personnel Director for the City of Springfield, OH.

He has conducted projects in job analysis, position classification, job evaluation, compensation surveys, compensation plan development, employee relations, recruitment, EEO and affirmative action. Among his California client projects are those for:

*Azusa, City of  
Burbank, City of  
Compton, City of  
Dana Point, City of*

*Fresno, City of  
Hemet, City of  
Huntington Beach  
Inglewood, City of*

*Oakland, City of  
Rialto, City of  
Sacramento, City of  
San Clemente, City of*

Mr. Miles holds a BS degree in Business Administration (cum laude) from Central Ohio State University and the designation as Senior Professional in Human Resources (SPHR) by the Society for Human Resources Management.

## ELIZABETH J. TALAMONTI, CCP

Ms. Talamonti has over 25 years of experience as a compensation manager and consultant for public and private employers, specializing in job analysis, salary surveys, and salary plan development. She has served as Compensation Research Associate for Hayes/Hill, Inc., Senior Compensation Analyst for AON Corporation, Compensation Manager for Loyola University, and Project Manager for the American Compensation Association.

She has conducted projects in job audits, job descriptions, salary surveys, compensation database management, compensation plan development, compensation training course development, and compensation trend research. Among her consulting projects are:

*CA Family Health Council  
Camarillo, City of, CA  
Boone County, MO  
El Paso, City of, TX*

*Great Falls, City of, MT  
Hamilton County, TN  
Huntington Beach, City of, CA  
Oakland, City of, CA*

*Riverside, City of, CA  
Sacramento, City of, CA  
Santa Cruz County, AZ  
Ventura Housing Authority, CA*

Ms. Talamonti holds a BS degree in Business Administration from Arizona State University. She holds the Certified Compensation Professional (CCP) designation from the American Compensation Association.

## KATHERINE TILZER, SPHR

Ms. Tilzer has more than 10 years of experience as a human resources manager and consultant, specializing in employee relations, compensation and recruitment. She has served as Personnel Manager for Laboratory Corporation of America, Director of Human Resources for Plaza Healthcare Inc., and Director of Human Resources for American Baptist Homes.

Among her recent consulting engagements are those for:

*Azusa, City of, CA  
Casa Grande, City of, AZ  
El Paso County, TX  
Frisco, City of, TX*

*Lake Havasu City, AZ  
Monterey Transit Dist., CA  
Pinellas Park, City of, FL  
Reg'l Trans Comm, NV*

*Sacramento, City of, CA  
Sacramento County San Dist, CA  
Tomball, City of, TX  
Water Facilities Authority, CA*

Ms. Tilzer holds BS degree in Management from the University of Phoenix, and certification as Senior Professional in Human Resources from the Society for Human Resources Management.



## MATTHEW E. WEATHERLY

Mr. Weatherly has over 10 years of experience as a human resources management professional and consultant, specializing in position classification, compensation, recruitment and selection. He has served as a Human Resources Manager with Employee Solutions, Inc. and Staffing Consultant with Initial Staffing Services.

He has completed projects in staff development, recruitment, selection, job descriptions, salary survey, and salary plan development. Among his recently completed consulting projects in California include:

<i>Azusa, City of</i>	<i>Inland Valley Development</i>	<i>Sacramento Housing Auth</i>
<i>Banning, City of</i>	<i>Norco, City of</i>	<i>San Juan Capistrano</i>
<i>Dana Point, City of</i>	<i>Palm Springs, City of</i>	<i>Stockton, City of</i>
<i>Inglewood, City of</i>	<i>Rialto, City of</i>	<i>Tracy, City of</i>

Mr. Weatherly holds a BS degree in Human Resources Management from Arizona State University.

## JUDE WILLIAMS, SPHR

Ms. Williams has more than 20 years of experience as a human resources manager and consultant for public employers, specializing in employee development, classification, and compensation. She has served as Assistant Director of Human Resources for HS Healthcare, Regional Human Resources Manager for ManorCare Health Services, and Director of Human Resources for the City of Bettendorf, IA.

She has completed projects in job analysis, position classification, compensation surveys and plan development. Among her consulting projects are those for:

<i>Austin Housing Authority, TX</i>	<i>Kansas City, MO (WSD)</i>	<i>Ogallala, City of, NE</i>
<i>Cedar Falls Utilities, IA</i>	<i>Libertyville, Village of, IL</i>	<i>Palmer College, IA</i>
<i>Corcoran, City of, CA</i>	<i>Minot, City of, SD</i>	<i>Santa Cruz County, AZ</i>
<i>Dallas Housing Authority, TX</i>	<i>Muskego, City of, WI</i>	<i>Waukee, City of, IA</i>

Ms. Williams holds a BS degree in Business Education from the University of Illinois and designation as Professional in Human Resources (PHR) from the Society for Human Resources Management.

**PROPOSAL TO CONDUCT A  
CLASSIFICATION AND COMPENSATION STUDY FOR THE  
MONTEREY PENINSULA WATER MANAGEMENT DISTRICT**

**WORK PLAN AND METHODOLOGY**

*SUMMARY OF SERVICES FOR THE DISTRICT  
PROJECT SCOPE AND METHODOLOGY*

---

**PUBLIC SECTOR PERSONNEL CONSULTANTS**

# SUMMARY OF SERVICES FOR THE DISTRICT

**PUBLIC SECTOR PERSONNEL CONSULTANTS (PSPC)** proposes the following program of consulting services and implementation support to achieve all of the objectives stated in the **MONTEREY PENINSULA WATER MANAGEMENT DISTRICT (the District)** Request for Proposal to conduct a classification and compensation study.

## Project Planning and Communication

1. Project planning and scheduling meeting with the District's Administrative Services staff, designee(s)
2. Policy input and project direction meeting and briefing with Board of Directors and/or designee(s)
3. Project briefing presentation for the Board, District officials, employees, and District's project leaders
4. Assistance with management and employee communication throughout class and comp project phases
5. Consultations with and progress reports for the Administrative Services and Human Resources staff

## Classification Project Tasks

6. Occupational familiarization by review of District's current class specifications and compensation plans
7. Organizational familiarization by review of District organization charts, budgets, and annual reports
8. Position Analysis Questionnaire (PAQ) customized for gathering District employee occupation data
9. Meetings to distribute and explain the PAQ and the project for all District officials, employees, Board
10. Worksite job information interviews / desk audits and field observations with each District employee
11. Determination of job classification and FLSA Exempt / Non-Exempt designation for each position
12. Recommended title modifications and reclassifications for consideration by department heads
13. Review of position classification recommendations with Administrative staff, respective departments
14. Preparation of updated ADA/EEO-compliant classification specifications for each District job class
15. Resolution of employee reviews of classification recommendations and draft class specifications

## Comprehensive Compensation Survey

16. Confirmation or identification of District's competitive employment areas for compensation survey
17. Confirmation or identification of District occupations to utilize as survey benchmark job classifications
18. Development of compensation survey data collection, tabulation, and quality control protocol
19. Solicitation of comparator employers and agencies for participation in external compensation surveys
20. Extraction of data from questionnaires, published surveys and public employer compensation plans
21. Consolidation of data from all sources and calculation of prevailing rates for benchmark jobs
22. Computation of extent District's compensation offerings vary from external prevailing rates and practices
23. Review of competitiveness analysis with General Manager, Admin staff, District's project designee(s)

## Compensation Plan Development

24. Construction of optional salary range structures for review and selection by the District's project leaders
25. Assignment of job classes to salary ranges by internal equity and external competitiveness
26. Assistance with Board of Directors identification of desired, affordable salary competitiveness policy
27. Fiscal impact estimates at various levels of external prevailing rates competitiveness policies
28. Review and critique of draft salary plan with General Manager, Admin staff, District's project leaders

## Communication of Results and Implementation Strategies

29. Preparation and presentation of a final project report for the Board of Director and District Officials
30. Development of a plan for the implementation of the District's updated class and comp plan
31. Uploading of **EZ COMP™** program files on a Human Resources Department computer and staff training
32. Development and provision of process for ongoing plan maintenance and subsequent plan updates
33. Assistance with communicating District's updated plans for all District officials and employees
34. One year classification and compensation plan maintenance assistance at no cost to District

# PROJECT APPROACH AND METHODOLOGY

Following is our overall work plan and approach to achieving the District's objectives for the conduct of a classification and compensation study, including employee interviews and updated classification specifications.

## A. OBJECTIVES OF THE PROJECT

The recommended plans, programs, systems and administrative procedures will meet these ten most important criteria.

- Internally equitable
- Externally competitive
- Readily understood
- Easily updated & maintained
- Legally compliant & defensible
- Financially responsible
- Efficiently administered
- Inclusive of employee input
- Reflective of District's values
- Reflective of prevailing "best practices"

## B. SCOPE OF THE PROJECT

The project includes a management and employee communication plan; partnership with the District's Administrative Services and Human Resources staff, General Manager, and project designee(s); occupational, organizational, and operational familiarization; Position Analysis Questionnaire (PAQ) and job analysis for select classifications; worksite job information interviews; position classification and job title recommendations for all employees and classifications; updated ADA/EEO-compliant classification specifications; **EZ COMP™**; internal equity and external competitiveness evaluation; base compensation survey and competitiveness analysis; salary range recommendations; fiscal impact estimates; updated classification and compensation plan and one year of classification and compensation plan implementation support for approximately 28 employees in an estimated 24 occupational job classes.

## C. PROJECT METHODOLOGY

### 1. Quality Assurance

To ensure a high quality project, we have built in several layers of procedural and statistical controls, in addition to those already in **EZ COMP™**. Internally, we follow a prescribed series of steps in each project phase, which are reviewed by our Project Director. We request that the Administrative Services and Human Resources staff and District's Project Manager(s) review our work to minimize the chance of errors and to ensure that it reflects the District's organizational values.

### 2. Project Planning Meetings and Communication Plan Development

We will consult with the General Manager District Officials or representatives on a communication strategy, plan, and materials, beginning prior to the project and extending to the post-project information meetings. We plan to conduct group pre-project meetings for all District officials and employees where we will discuss the project's scope, answer questions, and distribute and explain the Position Analysis Questionnaire.

See "*Communicating the Project to the Employees*" in the Appendices for additional information regarding our approach to employee inclusion and communication.

## **D. POSITION CLASSIFICATION**

### **1. Review of Essential Tasks - Position Analysis Questionnaire**

We will review and analyze the current essential tasks, duties and responsibilities, and minimum qualifications of each included position through the Position Analysis Questionnaire (PAQ) to be completed by each employee (or group of employees with identical jobs) in print or electronic format. If the information on the PAQ does not clearly delineate the position's scope of responsibilities, we may return the PAQ to the position's incumbent for additional information, or focus on the data gap during a worksite job information interview.

### **2. Employee Worksite Job Information Interviews**

We will conduct a worksite job information interview with each incumbent of every included District job classification. The purpose of these interviews is to verify the data on the PAQ, obtain additional insight into the scope and complexity of the job duties, observe technical processes and working conditions, and to provide employees with an additional method of participation in the project. This process also ensures that we make all internal and external comparisons on the basis of **actual job content** and not merely job title.

### **3. FLSA Status Determination**

We will review the essential tasks and minimum qualifications of each of the District's job classifications and subject them to the Fair Labor Standards Act tests to determine their exempt or non-exempt status.

### **4. Position Classification**

Each of the District's positions will be analyzed and evaluated to determine their primary characteristics, including:

- Is there a current District occupational job group comprised of job classes with essential functions similar to the subject position; if so:
- To which of the group's job classes, and at what level, are the subject position's essential functions similar to the subject position, and if so:
- Are they sufficiently comparable (+/- 20% guideline) to be allocated to that job class, utilize the same job title, require the same minimum qualifications, and be assigned to the same salary range.
- If the District does not currently have a sufficiently comparable job class, what should be the subject position's occupational job class and title, and:
- What should the recommended occupational classification action be, No Change (N), Title Change (T), Merge With Other Job Class (M), New Job Class (J).
- We may find that a job class is overly broad and encompasses several job activities which are regarded with significant salary difference in the marketplace. In such an instance, we will recommend "splitting" the job class into the current job class and a new job class which encompasses the different job activities.

5. Updated Classification Specifications

As needed, we will prepare an updated ADA/EEO-compliant classification specification in the District's standard or other selected format for each occupational job class. Focus will be on the Essential Functions to conform with ADA guidelines. The specifications or descriptions may include (not limited to) the following components:

Job Title – Definition	Education, Training and Experience	Physical Requirements
Distinguishing Characteristics	Licenses and Certifications	Non-Essential Functions
Essential Functions	FLSA Exempt/Non-Exempt Status	Mental Requirements
Desired Knowledge and Skills	Supervision Exercise/Received	Working Conditions

6. Draft Classification Plan Review with Human Resources and Department Heads

We will conduct a review of our initial position classification recommendations and draft class specifications with the Administrative and Human Resources staff and respective department heads to identify possible errors, obtain feedback, and solicit suggestions for clarification.

7. Resolution of Employees' Classification Reviews

We will provide the District with a process for employees to review our initial occupational job classification of their position, and provide a form for them to complete if they feel that an error has been made or to provide significant additional job content information.

Depending on the action recommended by the respective department heads we may conduct a second job analysis and will inform the Human Resources department and project designee(s) of our final recommendation.

8. Optional Approaches to Ensure Internal Equity

If desired, and for precision in job class analyses, and subsequent salary range determinations, we may utilize one of several job evaluation systems widely in use, including the Hay Method, Decision Band Method (DBM), and the **Factor Evaluation System (FES)**. **FES** is the most extensively validated and commonly utilized quantitative job evaluation system for public sector occupations, consisting of the following flexible compensable factors.

Knowledge Required	Personal Contacts	Complexity
Supervisory Controls	Scope and Effect	Work Environment
Guidelines Provided	Supervision Exercised	Physical Demands

The job class hierarchy based on job points will reflect the District's relative internal job worth values. The District's annual salary competitiveness policy will be translated into a mathematical formula which, when combined with the job points of each District job class, will determine the proper salary range for each job class and position. This balances internal equity (job points relationships) with external competitiveness (market relationship formula).

a. **Optional Approach A – FES System** – We will train a task force of representative District employees in the adaptation of the **FES** point-factor job content evaluation system to the District's job worth values, guide them in the evaluation of a structured benchmark of job classes, conduct QC reviews, and evaluate the remaining job classes within the relative job worth structure established by the task force. We can provide the District with manual or automated versions of this system.

b. **Optional Approach B – Custom Designed System for the District** – We will train and guide a task force of representative District employees in the design of a point-factor system of job content evaluation total reflecting the District's relative job worth values, and proceed as in Approach A. We can provide the District with an automated version of the system once it has been developed with the task force.

## **E. EXTERNALLY COMPETITIVE COMPENSATION PLAN**

### **1. District Involvement in Compensation Plan Development**

We will obtain policy direction from the General Manager, Human Resources staff, and/or District Officials on the following key components of the salary plan development process:

- Comparator Employer Selection
- Benchmark Job Class Selection
- Compensation Competitiveness Policy
- Salary Structure Selection
- Job Evaluation Method-Salary Plan Linkage
- Draft Compensation Plan Review / Critique
- Total Compensation Points for Analysis
- Project Implementation Plan

### **2. Comprehensive Compensation Survey**

**a. Data Collection Protocol** will be developed in consultation with the Human Resources Department and District's project leaders to determine which salary data elements to include, such as:

#### ***Base Salary Information***

- Salary grade/step or open range salary plan structure
- Salary range structure Minimum, Midpoint, and Maximum
- Average actual salary of all incumbents in the job class
- Method of salary administration – longevity, merit, or skill

#### ***Total Compensation Information (optional, additional)***

- Financial Security, s/a retirement contributions, deferred comp, savings plans
- Insured benefits, s/a medical, dental, life, vision, LTD etc.
- Supplemental pay items for special qualifications/certifications
- Individual or group incentive plans, bonus, awards, stipends
- Pay for time not worked, s/a vacation, holidays, sick leave
- Overtime policy, shift differentials, standby and/or recall pay

**b. Benchmark Job Selection** will be made by identifying District job classes common to its employment-competitive public and private employers in the immediate area and throughout the region or State, clearly identifiable, and representative of standard occupational job groups.

**c. Comparator Employers Identification** will be made in consultation with the District's Project Manager(s) and Board. Criteria include their degree of competition to the District in obtaining and retaining high quality staff, their location in the District's traditional recruitment areas, and their organizational size and complexity.

**d. Compensation Data Collection** will be made by one or more of the following methods.

- Pre-survey contact with the selected comparator employers to solicit participation in the District's compensation survey(s)
- Extraction from the pay plans of designated public employers.
- Customized salary and total compensation survey questionnaires for local governments and other public and private employers, distributed by mail, fax, and e-mail.
- As desired, additional data extraction from established salary surveys such as AWWA, BLS and commercial survey sources such as Watson Wyatt and ERI.

**e. Data Quality Control** includes editing data for accuracy and proper matching to the District's survey benchmark jobs, and phone/fax/E-mail follow-ups for data clarification and to obtain comparators' benchmark job descriptions.

**3. Prevailing Rates Calculation**

We will consolidate the compensation data from all sources, enter the information into the *EZ COMP™* program, and compute the prevailing rates, inclusive of cost of living differentials, as the statistical mean of the survey data for each benchmark job class. Data will be projected forward from the date of collection to a common date relating to the District's salary plan year by the annual Prevailing Rate Increase Factor (PRI) applicable at that time.

**4. Compensation Competitiveness Comparison**

We will provide the District with charts comparing its current salary structures to those of the selected public and private comparator employers. We will calculate the extent that the District's offerings vary from the prevailing rates and practices of other relevant employers.

**5. Compensation Competitiveness Policy**

We will assist the District to select a compensation competitiveness policy which best fits its compensation strategy and financial resources, by providing fiscal impact estimates at various percentage relationships to the prevailing rates.

**6. Salary Plan Structure Development**

We will review the District's current employee agreements and wage plans and 1) utilize the District's current wage plan structures to identify internally equitable and externally competitive salary ranges for each District job class or 2) prepare alternative salary range structures and schedules for the District and the General Manager to select the best fit for its competitiveness strategy, with these optional criteria:

- Method of administration, i.e.: measured job performance, longevity, or skill
- Width of the salary ranges, grades, or broad bands, from Minimum to Maximum
- Varying salary range widths for FLSA non-exempt or exempt positions
- Open salary ranges for pay-for-performance or variable compensation plan
- If steps within the salary ranges, number of steps, percentage separation
- Number of salary ranges, grades, or broad bands in the salary schedule
- Percentage of separation between salary ranges, grades or broad bands
- Recognition for longevity, unique assignments, and special skill requirements
- Remuneration for required special licenses, certifications and registrations
- Linkage of performance evaluations to merit increase opportunities

**7. Salary Range Assignment Development**

We will assign each job classification to a salary range in the District's current or selected new salary structure on the basis of a combination of factors, including:

- the prevailing rates for the benchmark job classes
- its current relationship to similar or occupationally related job classes
- the 15% guideline for salary range separation between sequential job classes
- the 25% guideline for salary separation of a department head job class
- its quantitative evaluated internal job worth value (job evaluation points)

**8. Implementation Plan Development**

We will consult with the General Manager and Administrative staff on a plan for transition to the recommended plan, including a timetable for the principal activities, employee communication, impact on collective bargaining processes, and estimates of required financial resources.



9. Draft and Final Report Preparation

We will provide the District's project leader(s) with a draft of our report for review and critique, including the classification plan, FLSA designations, compensation market data, salary comparison tables, fiscal estimates, salary range listings, and implementation procedures. We will incorporate their critique into the development of a final report summarizing the project's findings, recommendations, and detailed description of the District's updated position classification and compensation plans.

10. Final Report Presentations

We will conduct a workshop or formal presentation of our final report and recommendations to the Board of Directors, General Manager, District Officials, employees and employee representatives.

11. EZ COMP™ Program Installation

We will install our *EZ COMP™* program and project files on one of the Human Resources Department's computers and provide training to key staff in the maintenance and update of the classification and compensation plan.

Please see the illustrative *EZ COMP™* applications CD-ROM on the inside front cover of this proposal, and the program description booklet in the Appendix.

12. Implementation Warranty

To ensure effective implementation of the new plan, we will analyze, evaluate, and provide a salary range recommendation for any new or changed job class, **at no cost to the District** for one year.

**F. ENSURING THE DISTRICT'S SELF-SUFFICIENCY**

The District will be self-sufficient in all aspects of maintenance of the updated position classification and compensation plan through these services.

1. Procedure Manuals

- *PSPC Position Classification Procedure Guide*
- *PSPC Salary Administration Procedure Guide*
- *MPWMD EZ COMP™ Procedure Guide*

2. Training Workshop – for Human Resources and other staff in position classification, job evaluation, compensation surveys, and compensation plan design and administration.

3. Electronic Class Spec Library – we will provide the District with all updated ADA/EEO-compliant classification specifications in hard copy and electronic library format for internal maintenance.

4. EZ COMP™ – program and project files on one of the Human Resources Department's computers, a users manual, and system training.

5. Initial Year's Implementation Warranty Support – we will analyze, evaluate, classify, and provide a salary range recommendation for any new or changed position or entire job classification, **at no cost to the District** for one year.

### **G. EXTENSIVE EMPLOYEE INCLUSION AND COMMUNICATION**

Very important factors for successful implementation of new or updated classification and compensation plans are **1)** extensive employee inclusion, and **2)** extensive employee communication. District officials and employees will participate in one or more of the following activities:

- Attending pre-project briefings and question and answer sessions
- Completing a Position Analysis Questionnaire (PAQ) describing their position
- Elaborating on their jobs in individual or group job information interviews
- Requesting a second review of their position's occupational job classification
- Receiving information pamphlet/booklet describing the updated salary plan

### **H. MINIMAL DISTRICT SUPPORT REQUIRED**

We are completely self-sufficient in projects of this nature and do not require any substantive staff support from the District other than payroll data, comparator employer contact information, and arrangements for group and individual meetings and interviews. We appreciate, but do not require, any office space, telephone, clerical assistance, computers, or office equipment. We will provide all data entry, data processing, duplicating, and related report preparation functions.

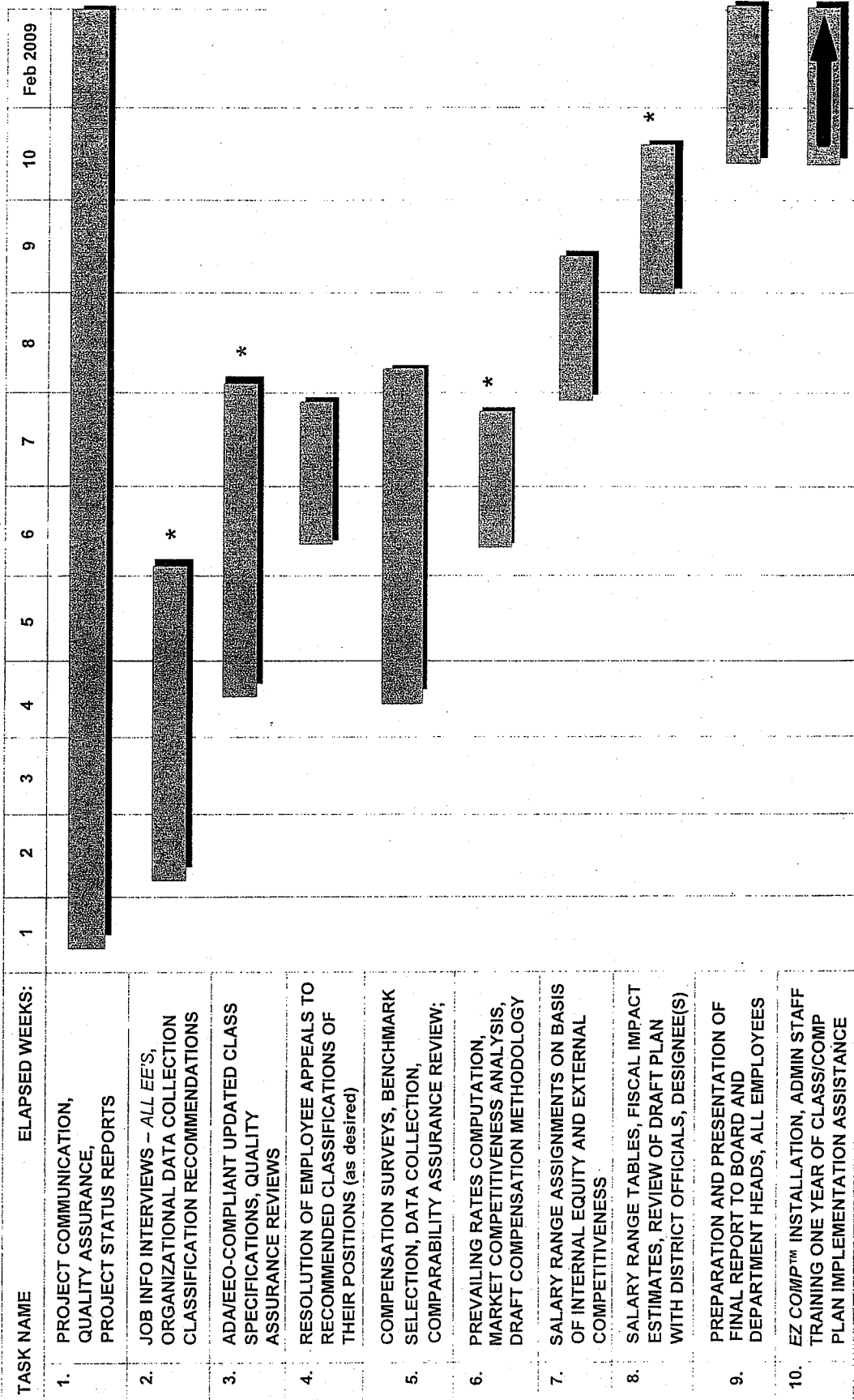
**PROPOSAL TO CONDUCT A  
CLASSIFICATION AND COMPENSATION STUDY FOR THE  
MONTEREY PENINSULA WATER MANAGEMENT DISTRICT**

**TIME SCHEDULE**

*ELAPSED PROJECT TIME CHART – GANTT CHART*

# MONTEREY PENINSULA WATER MANAGEMENT DISTRICT PROPOSAL TO CONDUCT A CLASSIFICATION AND COMPENSATION STUDY

## ESTIMATED PROJECT ELAPSED TIME CHART



\* Progress reviews with the District

**PROPOSAL TO CONDUCT A  
CLASSIFICATION AND COMPENSATION STUDY FOR THE  
MONTEREY PENINSULA WATER MANAGEMENT DISTRICT**

**PROPOSED COST**

# PROJECT COST ESTIMATES

## A. PROJECT COST ESTIMATE

Bidder bears all expenses. We estimate that the project's total cost, including all fees for professional services and reimbursement for out-of-pocket expenses, **will not exceed** the indicated amounts.

### 1. Fixed Project Costs

The project includes a management and employee communication plan; partnership with the District's Administrative Services and Human Resources staff, General Manager, and project designee(s); occupational, organizational, and operational familiarization; Position Analysis Questionnaire (PAQ) and job analysis for select classifications; worksite job information interviews; position classification and job title recommendations for all employees and classifications; updated ADA/EEO-compliant classification specifications; **EZ COMP™**; internal equity and external competitiveness evaluation; base compensation survey and competitiveness analysis; salary range recommendations; fiscal impact estimates; updated classification and compensation plan and one year of classification and compensation plan implementation support for approximately 28 employees in an estimated 24 occupational job classes.

**\$23,500**

### 2. Optional Additional Project Costs

- Benefits / Total Compensation Survey

**\$5,000**

## B. FLEXIBLE WORK PLAN, NEGOTIABLE TOTAL COST, TERMS

Our work plan is flexible and total project cost negotiable, and we will discuss, modify, add or delete, any work task to increase the project's responsiveness to the District's needs and financial resources. We do not require any advance payments, and will provide the District with monthly invoices for the professional services provided and out-of-pocket expenses incurred during the month. We request that the District pay the invoices within thirty (30) days of their receipt.