

5. SECTION B - SCOPE OF SERVICES:

5.1. Background

Montgomery County, Maryland (hereafter, the County) borders the nation's capital and is the State's most populous jurisdiction, with 1,062,061 residents as of the 2020 Census. The County, with an FY22 operating budget of \$6.0 billion, is comprised of Executive, Judicial, and Legislative branches, and made up of 132 departments, boards, committees, and commissions. The County is a charter form of government, with an elected County Executive and an elected County Council of eleven members. The Chief Administrative Officer and most department/office/agency heads are appointed by the County Executive, subject to confirmation by the County Council, and serve at the pleasure of the County Executive.

The Merit System Protection Board (MSPB or Board) oversees the merit system and protects County employees and job applicant rights under the merit system law. The Board is comprised of three members, appointed by the County Council. As defined under § 404 of the Montgomery County Maryland Charter, the Merit System Protection Board is required to, "...conduct on a periodic basis, special studies and audits of the administration of the merit and retirement pay systems and file written reports of its findings and recommendations with the Executive and the Council." It has been 5 years since the last comprehensive review and analysis of the County's Classification and Compensation Program was completed in June 2018. The County Council appropriated funding in the Fiscal Year 2023 budget to allow the MSPB to hire a consultant to begin an independent analysis of the County's classification and compensation plan and procedures. See Montgomery County Personnel Regulation §9-3(h)(2)(A), COMCOR 33.07.01.09-3(h)(2)(A) (requiring the MSPB "have a consultant who is a specialist in the field and independent of the County government conduct an objective audit of the entire classification and compensation plan and procedures.").

5.2. Intent

The Board, in consultation with the Office of Human Resources and Office of Racial Equity and Social Justice, seeks to identify and contract with a qualified independent consultant to design and conduct a comprehensive review and audit of the County's Classification and Compensation Program and Procedures. The objective is two-fold: 1) to ensure the accuracy, equity, justice, validity, and integrity in the administration of the classification and compensation program and execution of its procedures; and 2) to determine the effectiveness of the current classification and compensation models and methodologies. The audit will determine whether the present Classification and Compensation Program and Procedures are administered properly and fairly in accordance with best practices, assuring equitable treatment of employees, coupled with meeting the needs of the County to attract and retain a quality work force. The audit will also determine the effectiveness of the County's job classification models and practices as compared to other similar public and private sector organizations in the regional market.

The County workforce has approximately 12,113 employees, of whom 8,896 are full-time, and the rest are a combination of part-time, temporary, and seasonal workers. With the exception of approximately 97 elected and appointed officials, all employees are included in the County's Merit System. Additionally, the Fire/Rescue Service consists of 19 independent fire corporations with approximately 1,337 paid Merit System employees. The County uses eight occupational categories in accordance with the EEO-4 requirement, 49 occupational series, and approximately 497 job classification specifications. The Classification and Compensation Study will include a review, audit,

and analysis of these categories, series, job specifications and the employees that occupy these jobs.

To the extent that funds appropriated in Fiscal Year 2023 are insufficient to conduct a complete comprehensive audit, it may be necessary to identify and prioritize the study objectives. Accordingly, the selected consultant will propose a plan and options for phasing in the audit's components over two fiscal years.

5.3. Scope of Services/Specifications/Work Statement

The contractor shall develop an overall plan for auditing the Classification and Compensation Program, including proposals for phasing in the audit over multiple fiscal years. Upon approval of a plan of action, the consultant shall conduct the comprehensive review, audit, analysis and report documentation of the Classification and Compensation Plans and Procedures. The Classification and Compensation Program consists of approximately 497 job classification specifications, that are classified under the Quantitative Evaluation System (QES), and approximately 329 positions that are classified under a Broad Banding Classification System. In addition, the audit will examine the salary schedules for the County's 54 grades for non-represented employees, 43 grades for represented employees, two grade police management schedule, six salary grades in the Fire/Rescue Bargaining unit, eight grade seasonal salary schedule, and the three grade levels for the Management Leadership Service (MLS) positions.

The scope of services is as follows:

5.3.1. Review the findings and recommendations by CPS HR Consulting Final Classification and [Compensation Audit Report](#) and discuss the status of the implementation of the recommendations in the various sections of the 2018 Report. Discuss the success or failure of those recommendations in the 2018 study that were implemented in terms of achieving the goals described in the recommendations. Regarding those recommendations that were not implemented, determine the reason(s) for the lack of implementation, assess which recommendations not completed are still relevant and worthwhile, recommend which of these recommendations should be implemented in the future and suggests methods for implementation and recommend any changes to be made in the substance of the recommended changes or manner of implementation.

5.3.2. In addition to the above, determine what changes the County has made in its classification and compensation system since the last audit in 2018, evaluate their effectiveness and their impact on race, color, religion, gender, gender identity, sex, sexual orientation, national origin, ethnicity, age, and disability and recommend any solutions where warranted.

Classification:

5.3.3. Develop and execute a plan to conduct a job audit of positions and administration of prescribed regulations, administrative procedures and policies, including general task analysis by departments, which may include interviews with department directors, managers and other key personnel and employees to determine the essential functions of the jobs within the occupational categories and series. The audit should include, but not be limited to the following:

- a. Statistical sample size of Individual Position Study Files: new position creations, position reclassifications and position abolishment

- b. Statistical sample size of Class Study Files: class creations, class abolishment, class reallocations and class title changes
- c. Review and examination of [Classification Procedures](#) in the County Personnel Regulations, [Quantitative Evaluation System Manual](#), and the execution of policies and procedures of managers, supervisors and Human Resource Personnel

5.3.4. Review and make any necessary recommendations regarding the County's current job classes, and job specifications, ensuring adequate differentiation for ladder jobs and ladder progression criteria.

5.3.5. Prepare new job class specifications (if applicable), update existing specifications, and assess FLSA designations for each classification to accurately reflect the duties, responsibilities and type of work performed in the respective job classes.

5.3.6. Identify job class specifications (including but not limited to educational and physical requirements) that may have an adverse impact on hiring, transfer, reclassification, promotion, termination, compensation or hours of work based on race, color, religion, gender, gender identity, sex, sexual orientation, national origin, ethnicity, age, or disability and recommend solutions.

5.3.7. Review and evaluate the occupational series and determine necessity of the series, sufficient differentiation across series, and appropriateness of job classifications included in the series.

Compensation:

5.3.8. Review current compensation rates, pay grades, salary schedules and salary range for multi-incumbent represented, non-represented, and MLS positions to include evaluation of effectiveness, competitiveness, flexibility, and equitability internally, externally, and across various demographic factors such as race, color, religion, gender, gender identity, sex, sexual orientation, national origin, ethnicity, age, and disability. The audit should include, but not be limited to the following:

- a. Statistical sample size of internal promotional increases
- b. Statistical sample size of external hire compensation
- c. Statistical sample size of Special Within-Grade Advancement Request Study Files
- d. Statistical sample size of incumbents in same job classification

5.3.9. Make any necessary recommendations regarding pay grades, salary ranges, salary schedules, and compensation policies and practices for represented, non-represented, PLS, and MLS job classifications.

5.3.10. Conduct a comprehensive compensation survey of entities considered as the appropriate labor market within the County's competitive area to evaluate the competitiveness of the County's pay schedules and compensation practices for internal and external hires. Such entities may include appropriate private, federal government, local government, and quasi governmental sector organizations.

5.3.11. Identify potential pay compression issues and recommend solutions. Please include any information on how such issues hinder the ability to attract and retain well qualified employees, including first level management positions.

5.3.12. Identify potential issues regarding race, color, religion, gender, gender identity, sex, sexual orientation, national origin, ethnicity, age, or disability in the County's compensation programs, including wage equity and upward mobility. and recommend solutions.

Models and Methodologies:

5.3.13. Review and assess the effectiveness of the County's Quantitative Evaluation System (QES) and Broad Banding System, to include the following:

- a. Provide recommendations on the QES model and Broad Banding system
- b. Identify and share other evaluation and competency-based models used for job evaluation and classification that may be appropriate and effective for the County
- c. Recommend approaches to supplement the current classification system with competencies by job class to support recruitment, candidate assessment/qualification, performance management, training, and career progression within and across occupational categories
- d. Identify impact (if applicable) of current classification and compensation methodology on recruitment, candidate qualification, performance management, training, and career progression
- e. Identify and recommend an approach or model to ensure integration and continuity of job classification factors in the overall management of talent

5.4. Contractor's Qualifications

5.4.1. The contractor must have demonstrated experience conducting classification and compensation studies, with expertise developing and implementing competency-based job classification models.

5.4.2. The contractor must have experience with at least two similar public sector classification and compensation projects.

5.4.3. The contractor must have extensive experience conducting comprehensive classification and compensation studies for represented, non-represented, and management leadership level positions.

5.4.4. The contractor must have extensive experience preparing detailed plans, researching and analyzing data, performing benchmark and industry comparative analyses, creating comprehensive reports, and recommending plans of action for various levels to guide effective implementation.

5.5. Contractor's Responsibility

The contractor shall be responsible for:

1. Proposing the design, development, and preparation of a project plan and timeline for conducting the comprehensive study.
2. Conducting the actual audit in a manner that assures accuracy and validity of results.
3. Keeping the Board informed of progress on a monthly basis. Meeting with the Board, as necessary, to assure full compliance with the contract, and to discuss issues or problems that may arise.
4. Providing the Board with a written interim report.
5. Providing the Board with a final written report, containing all findings and conclusions including recommendations for possible changes in the overall Classification and Compensation Plans and Procedures, and a plan of action to guide implementation.
6. Provide the required reports and deliverables as defined in section 5.7.
7. Conduct interviews with County employees and external organizations where necessary.
8. Determine and use statistical sample size for review and analysis.

5.6. County's Responsibility

5.6.1. The County will provide a primary point of contact to ensure timely and accurate response is provided to the contractor.

5.6.2. The County will provide the following list of items:

- a. Personnel Regulations
- b. Administrative Policies and Procedures
- c. Occupational Categories
- d. Occupational Series
- e. Job Classes by categories
- f. Job Class Specifications, Grades, FLSA status
- g. Salary Schedules
- h. QES manual
- i. Broad Band document
- j. Wage Equity Program Procedures
- k. Collective Bargaining Agreements
- l. Organizational charts and department contacts

5.7. Reports/Deliverables

- a. Monthly Progress Reports
- b. Initial Briefing Report, 30 days from notice to proceed, to include:
 - i. Review and Project Analysis
 - ii. Plan/Approach
 - iii. Timeline
 - iv. Project Prioritization Recommendations
- c. Draft of Interim Written Report and Oral Presentation for Comment, 90 days from notice to proceed.
- d. Final (*or Phase 1*) Written Report and Oral Presentation, 180 days from notice to proceed, to include:
 - i. Classification findings, recommendations, impact analysis, plan and timeline to include prioritization of effort
 - ii. Compensation findings, recommendations, impact analysis, plan and timeline to include prioritization of effort
 - iii. Competency-based model and strategic approach to supplement the existing Classification and Compensation System (enhancement to current system or a new job evaluation and compensation methodology)
- e. *If all work under the Contract is complete during the initial one year term the Phase 1 Written Report shall be the Final Written Report. If it is necessary to extend the Contract beyond the initial one year term the Board may set a due date for the Final Written Report and Oral Presentation.*

6. SECTION C - PERFORMANCE PERIOD

6.1. TERM

The effective date of this Contract begins upon signature by the Director, Office of Procurement