



CHEFA

CONNECTICUT HEALTH & EDUCATIONAL FACILITIES AUTHORITY

Friday, August 16, 2019

REQUEST FOR PROPOSAL FOR HR COMPENSATION STUDY QUESTIONS & ANSWERS

- When was the last compensation study (internal and/or external) conducted? Was it based on a custom survey and/or published surveys?

The last study was conducted by a consulting firm in 2009.

- You noted wanting references from New England. Is there a preference for consulting firms who've done work in the New England area or who are based in the New England area? If this is a significant consideration, please identify.

Familiarity with the New England region would be important in providing relevant results.

- The number of positions that you want a salary analysis completed on is 19, correct?

The total number of employees at CHEFA and CHESLA combined is 22. Please refer to the introduction section of the Request for Proposal paragraphs 2 and 3.

- Can you please provide a listing of positions at both CHEFA and CHESLA to be included in the study?

The list includes a variety of finance, accounting, administrative/clerical, compliance and management positions.

- Are job descriptions current for all positions? When were they last updated?

Most job descriptions were updated in June of 2018. A few were updated more recently.

- Provide sample of job description current format (or couple examples if several formats)

Sections of the job descriptions included the following: Position Title, Classification, Reports To, Summary Objective, Essential Functions, Competencies, Required Education and Experience, Preferred Education and Experience, Supervisory Responsibilities, Work Environment, Physical Demands, Position Type/Expected Hours of Work, Travel, Additional Eligibility Qualifications, AAP/EEO Statement, Other Duties

- Does CHEFA have an established peer group(s) to be utilized for the custom survey? Would the peer groups be different for CHEFA and CHESLA?

There is no established peer group. No.

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- How many comparison jobs are you expecting for each of your 19 roles?

There are 22 roles. We would like the consultant to determine the best number for comparison.

- Does a current salary structure exist? If so, when were pay grades and ranges last updated? Does CHESLA have a separate salary structure?
- What Salary structure is in place? – describe briefly what exists in terms of structure or provide copy

There is no salary structure in place.

- Does CHEFA currently utilize any form of a Salary Administration Program/Policy Manual? Is a new Manual an expected deliverable of this engagement?

There is no program/policy manual currently in use. Delivery of a manual would be ideal.

- Does the internal equity analysis include a statistical analysis?

Statistical analysis should be included if it best represents the results obtained from the study.

- Does CHEFA currently have an incentive compensation plan? If so, are all employees eligible to participate in the plan?

Currently, there is no active incentive compensation plan. The Authority had one previously and all employees were eligible to participate.

- What specifically are you hoping to accomplish (what's the intended goal) by benchmarking job descriptions?

- Establish the internal alignment of positions by a systematic method of job evaluation.
- To recommend compensation standards and practices appropriate to the marketplace within which the Authority competes for human resources.
- To develop and recommend compensation management policies that apply best practices to CHEFA's desire to compensate its staff fairly.

- Has the organization thought about how it will respond to situations where salary data shows that positions are underpaid or overpaid? (We can advise on avenues for dealing with both)

Yes. The Authority also anticipates guidance from the consultant with these matters.

- What previous salary data exists? Do you have copies of used (purchased) or collected data (salary survey conducted with whom) from prior years?

No previous salary data exists.

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- What is the deliverable, if any, for the contracted consulting group other than identifying benchmark comparisons jobs for each role?

Please see the required Scope of the Services as outlined in the Request for Proposal.

- Please clarify what benefits information is to be included in the study? Is the Authority interested in prevalent practices and overall alignment with the marketplace, or actual dollar amounts of benefits provided by other organizations?
- What benefits do you have right now that you want reviewed?
- How many unique vendors/suppliers of benefits are there?
- Explain what you mean by evaluate the “level” of employee benefits?

Retirement and health benefits should be reviewed for alignment with the marketplace. There are approximately 5 or 6 vendors. Review benefits to determine if coverage is adequate (pension contribution, matching, coverage amount/type, etc.) when compared to the marketplace.

- When are performance evaluations currently conducted? Do multiple forms exist covering management and staff? Are the same forms utilized for CHESLA?

Performance evaluations are performed for each fiscal year ending June 30th. There is one form for management/specialists and one for other staff. The same forms are utilized for CHESLA.

- History of COLA increases – when were last few and percentage?

The Authority does not provide COLA increases.

- History of merit increases – when were last few and percentage range?
 - Will the organization definitely be doing merit increases going forward after the salary analysis is completed?

Employees may be eligible for a salary increase on July 1 of each year. Please see the attached tables.

Whether merit increases are provided or not is determined annually.

- Does the Authority currently have any employee recognition programs?

The Authority has no formal employee recognition program. There is a peer to peer recognition process in place.

- When did the Authority last undertake an employee satisfaction survey? Were any changes made as a result of the survey?

An employee satisfaction survey has never been conducted.