

# CLAYTON COUNTY WATER AUTHORITY

Request for Proposals

## Comprehensive Compensation Review

Proposal Number: 2018-HR-06

Proposal Opening:

Tuesday, April 24, 2018 at 3:30 p.m. (local time)  
1600 Battle Creek Road, Morrow, Georgia 30260

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### ADDENDUM # 1

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Dated: April 19, 2018

**Acknowledgment of receipt of this addendum *MUST BE SIGNED AND INCLUDED IN YOUR RESPONSE TO THE RFP.***

#### **QUESTIONS:**

1. **Does the CCWA seek to include its 10 part-time employees in the compensation study?**

Answer: Yes.

2. **How many job titles cover the employees included in the study?**

Answer: Per the project scope in the RFP, there are approximately 240 job positions/titles.

3. **Is CCWA requesting that the consultant prepare updated job descriptions, or simply provide a job description template? If it is the former, is CCWA requesting that the consultant distribute job description questionnaires and conduct interviews with employees to develop these job descriptions?**

Answer: We are requesting a template for future use and we would like the awarded consultant to also transfer our current CCWA job descriptions in to the new template.

4. **Is CCWA seeking a total compensation analysis to include an analysis/comparison of benefits, or a survey of salary/pay only?**

Answer: We are requesting a survey of salary/pay only.

5. **Are any of CCWA's employees represented by a collective bargaining unit? If so, which unit, and how many employees? If so, is this study part of a joint labor management facilitation effort?**

Answer: None of our employees are represented by a collective bargaining agreement.

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**6. Does CCWA have a project budget and timeline it can share with us?**

Answer: CCWA has project funds for this work; however, it is the practice of CCWA to not disclose our budget. Per the RFP, we plan to start the work August 15, 2018 and complete the work by December 31, 2018.

**7. We would like to ask if CCWA's request for a quote for 80 hours of post-project consulting time should be considered an optional service or a part of the mandatory scope of services?**

Answer: This is included in the mandatory scope of service.

**8. How many current pay grades/levels are in CCWA's pay structure(s)?**

Answer: There are currently 19 pay ranges.

**9. Is the transfer of current job descriptions to a new JD template a requirement of the project or is providing a new electronic JD template sufficient?**

Answer: Please refer to #3.

**10. Is there an expectation that a custom survey will be conducted to collect competitive market compensation data?**

Answer: Yes.

**11. How many distinct positions are there at CCWA?**

Answer: There are approximately 240 job positions/titles.

**12. Is there a budget for this project and, if so, what is it?**

Answer: Please refer to question 6.

**13. Does the Compensation Review include a review of and development performance management process?**

Answer: No.

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**14. What materials will the consultant have access to (e.g., market survey)?**

Answer: The awarded consultant will have access to our current job descriptions and pay range scale.

**15. What performance management system is used to support the process?**

Answer: We use an in-house performance management system. Each employee's performance is reviewed annually. For the current fiscal year each employee is eligible for a merit increase up to 3%.

**16. Are employees union or non-union?**

Answer: CCWA employees are non-union.

**17. Will union employees be included in the review?**

Answer: N/A

**18. When was the last pay increase and the basis for it?**

Answer: Each employee receives an annual COLA in May of each year. This year's COLA will be 2%. In addition, employees' performance is reviewed annually, and for the current fiscal year they are eligible for a merit increase up to 3%.

**19. Is part of an attraction and retention effort on behalf of CCWA?**

Answer: Our goal with this project is to ensure that our pay structure and ranges are consistent with the market.

**20. What is the retention/ turnover rate of employees?**

Answer: Our turnover rate is less than 5% annually.

**21. What is the biggest challenge for recruitment and retention?**

Answer: Recruiting licensed Plant Operators, Engineers and IT Programmer/Analysts.

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**22. When do pay increases take affect?**

Answer: Annually on an employee's anniversary, when they are promoted/demoted, and at the fiscal year start date of May 1st.

**23. What is expected within the 80 hours?**

Answer: Any post project support to train CCWA staff on how to repeat the process for subsequent job reviews.

**24. Does the \$250,000 include the 80 hours?**

Answer: CCWA has project funds for this work; however, it is the practice of CCWA to not disclose our budget. CCWA has not published a budget for this project and therefore doesn't know where the reference to the \$250,000 is coming from. CCWA will require the additional 80 hours as part of the proposal.

**25. Is the \$250,000 the maximum budget allocated for the Compensation Review?**

Answer: CCWA has project funds for this work; however, it is the practice of CCWA to not disclose our budget. We have not shared our project budget.

**26. Who within CCWA will participate on the team executing the project?**

Answer: Staff from CCWA's Human Resources Department will be the team executing this project.

**27. What have been past Human Resources projects by the Clayton County Water Authority in the last two years?**

Answer: None related or similar to this RFP.

**28. What other consultant companies have done prior work for Clayton County Water Authority?**

**a) Compensation**

Answer: Hay Group.

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**b) Benefits**

Answer: Starr Insurance, Benevestco and Buck Consulting.

**c) Other HR consulting / talent strategy**

Answer: Progressive Techniques, Inc. and Jim Ehlers Consulting.

- 29. Do you have a defined employee value proposition (EVP) and employer brand? If yes, what is your EVP statement and employer brand tag line?**

Answer: No, we do not have a defined EVP or an employer brand.

- 30. Has an inventory of programs for Compensation, Benefits and Work / Life Effectiveness been completed within the last two years? If so, can you share with us?**

Answer: No inventory of such programs has been completed by CCWA.

- 31. Is there a rewards philosophy in place for Clayton County Water Authority? Can it be shared?**

Answer: No current rewards philosophy.

- 32. How many benefits plans (health, disability, life and retirement) are currently in place for each subgroup / department / employee segment?**

Answer: 1 each – medical, dental, vision, disability, life; 3 deferred compensation plans and 1 pension program.

- 33. Can you share your most recent benefits booklet?**

Answer: Our benefit booklet for the current year is not currently complete. It is not applicable to this RFP.

- 34. Does Clayton County Water Authority have an online portal that employees use to learn more about their benefits?**

Answer: Yes.

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**35. How many firms have been invited to participate in the RFP?**

Answer: Packages were sent to approximately 20 firms; however, we publish our RFP on our website which can be downloaded without notification to CCWA.

**36. Who is expected to be on Clayton County Water Authority's project team?**

Answer: Please refer to Question 26.

**37. Do you utilize any market salary surveys today? Which ones do you purchase?**

Answer: American Water Works Association (AWWA) Annual Survey; In-house survey with public entities/water authorities.

**38. What jobs or employee segments are considered critical within Clayton County Water Authority?**

Answer: Plant Operators, Engineers and IT Programmer/Analysts.

**39. Are there specific employee segments that will be a priority for this study due to high turnover, low performance, changing environment or culture, etc.?**

Answer: No

**40. Who is your HRIS (HCM) provider?**

Answer: JDEdwards.

**41. Do you have internal communication resources? If so, please describe?**

Answer: Yes, we have a Public Information Officer who manages our communication strategy via newsletters, companywide monitors and our intranet.

**42. Who currently manages compensation-related information?**

Answer: Our Compensation/Benefits Coordinator handles this information.

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**43. What are your primary channels for communicating with employees?**

Answer: Newsletters, email, intranet and companywide monitors.

**44. Upon completing the RFP project, when are you targeting commencement of communications and to implement changes? When do you expect to complete communication activities requiring consultant support?**

Answer: Work should be complete by December 31, 2018; Board presentation estimated for March 2019 and the effective date for any new pay ranges will be May 1, 2019.

**45. To clarify, are their 240 total classifications that will be covered under this study?**

Answer: There are approximately 240 job positions/titles to review.

**46. Is CCWA wanting the hired consultant to conduct an internal equity review as well as an external review as the study would require a job analysis in order to recommend changes to job descriptions?**

Answer: We are only doing an external review at this time.

**47. Is there a preferred number of benchmark positions that CCWA desires the hired consultant to use for the market salary survey?**

Answer: There are approximately 240 job positions/titles in this review.

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SIGNATURE

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COMPANY NAME

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DATE