



**REQUEST FOR PROPOSAL**

**CLASSIFICATION AND TOTAL  
COMPENSATION STUDY**

**ISSUE DATE: May 14, 2022**

**DUE DATE: June 10, 2022 5:00pm**

## **1. INTRODUCTION**

Dare County Tourism Board is soliciting proposals for a Classification and Total Compensation Study to assist with maintaining a competitive and equitable classification and total compensation system for all positions when considered in relation to each other (internally) and when compared to the external labor market.

## **2. BACKGROUND**

Dare County Tourism Board dba Outer Banks Visitors Bureau (herein after referred to as Bureau) operates under a Board of Directors appointed by the Dare County Commissioners. Under this system, the Board of Directors establishes the policies under which the Bureau operates and has hired an Executive Director to oversee the day-to-day operations of the Bureau.

The Bureau employs 9 full-time benefited employees and 23-30 part-time employees. There are approximately 10 full-time job descriptions and 5 part-time job descriptions. The Bureau last had a similar study performed in 2011/12. The Bureau's compensation package includes base salary, and overtime/compensatory time for non-exempt positions.

Each classification is assigned to a salary grade in the Bureau Pay Plan. There are no predefined salary steps in the salary range. The Bureau utilizes a pay for performance system whereby all employees are evaluated annually. If a merit increase is approved by the Board, performance ratings determine merit increases.

The Bureau provides a full range of employee benefit programs including health, vision, life insurance, 401(k) contributions, paid leave, retirement. Optional insurance programs and flexible benefit accounts are available. Benefits management has focused heavily on program design and offering the highest level and maximum benefits to all employees.

## **3. PROJECT OVERVIEW**

The purpose of the Classification and Total Compensation Study is to evaluate the Bureau's existing job classification and compensation programs and provide viable options and strategies that would enhance the Bureau's ability to attract and retain a highly qualified and motivated workforce over the next five to ten years. The Bureau invites qualified management consultants to submit proposals to:

1. perform a review of the existing classification plan and related job descriptions,
2. perform a salary study including public and private employers who are providing comparable services,

3. prepare recommendations for compensation policies, including cost of living and merit pay increases, career ladders and variable incentive pay options to maintain competitiveness, reward employees, and to ensure internal pay equity.
4. examine and compare benefits in relation to other local governments.
5. evaluate the cost of two new positions that the Bureau is considering
6. revise and/or create job descriptions for all positions
7. revise and update our employee policy and procedures manual.

#### **4. SCOPE OF WORK**

Outer Banks Visitors Bureau has established the following objectives for this project. Any changes to the specifications or Scope of Work will be made in the form of an Addendum to this Request for Proposal and will be supplied to all prospective contractors and posted on the Bureau website. The Bureau may negotiate and refine the final Scope of Work with the selected contractor. The Bureau reserves the right to negotiate additional services with the selected contractor at any time after the initial contract award.

- Study and evaluate full time positions, including the Executive Director, for purposes of determining the proper classification and salary. Meet with department heads and identified sample of employees regarding job duties as needed. Assess any equity concerns that may arise including differences in work hours, work week, etc.
- Conduct a comprehensive salary study to determine if the Bureau's salaries are competitive within the appropriate job market. The current market survey data or survey to be conducted will include the collection and summary of data from an agreed upon set of participants, both public and private, or other survey sources.
- Conduct a benefit survey to determine the competitiveness of our current employee benefit plan.
- Evaluate position designations of exempt and nonexempt to ensure compliance with the Fair Labor Standards Act (FLSA).
- Review the effectiveness of the Bureau's overall compensation system, including compression issues, and recommend potential solutions.
- Review our salary structure and pay plan to ensure the Bureau can support recruitment and retention of employees more effectively.
- Review accuracy of position titles and descriptions regarding unique characteristics of the position, essential job functions, minimum qualifications, working conditions, licensing requirements, on-call requirements, and supervisory requirements.
- Provide analysis of existing internal hierarchy and internal career ladders where appropriate and assist Bureau with efforts to more fully develop and clearly outline job progression opportunities and provide recognizable compensation

growth.

- Make recommendations to Bureau staff about any changes to the pay plan, strategies, policies, best practices, and other compensation related items in order to maintain a competitive place in the labor market.
- Develop and present final recommendations and implementation plan including impact of implementing recommended adjustments to current salaries both immediately and in the future to the Personnel Committee and Board.
- Recommend effective recruitment strategies for hard to fill, high turnover positions. Recommendations should include criteria for designating positions as hard-to-fill/critical (e.g., not being able to fill after repeated advertising, competent talent not applying, gaps in talent as compared to position needs, internal talent not available).
- Review existing Personnel Policy and provide recommendations for additions, changes, and deletions. When necessary, create language that is appropriate and applicable. Provide recommendations on how to update and maintain the Personnel Policy on an ongoing basis.
- Analyze our hiring practices and manual for diversity, equity, and inclusion policies.
- Recommend pay treatment for probationary employees and for “trainees” (new hires expected to meet minimum qualifications for a position within a specified timeframe).
- Recommend pay progression methods to include sound practices to prevent salary bypassing and mitigate pay compression. Implementation recommendations must address any pay equity issues discovered as part of this compensation analysis.
- Identify FLSA and DOL compliance issues in classifications, work schedules, overtime pay (blended rates), paid leave, holidays, and additional pay such as “on-call, incentive pay and fringe benefits.
- Evaluate and recommend hiring rate policies for external hires and for internal promotions. Provide salary offer guidelines to facilitate increased fairness in determining hiring rates based on a candidate’s qualifications.
- Determine if changes to position/job descriptions are needed, and if so, create those job descriptions. Analyze two potential new positions to decide if the positions fit within the organization, compare with other similar businesses and how to implement them if necessary.
- Recommend a classification/compensation and position evaluation system that adheres to the following basic elements and characteristics:
  - Must meet all legal requirements, be totally non-discriminatory, and provide for compliance with all pertinent federal, state, and local requirements.
  - Must be easy for management to administer, maintain, and legally defend.
  - Must easily accommodate organizational change and growth or conversion.
  - Must be based upon sound compensation principles in which both internal

and external equity are considered within the pay structure as well as the concepts of equal pay for equal work, equal pay for similar work, and equal pay for comparable work.

- Must provide process to be used by HR staff for new positions to be incorporated into the compensation plan as well as appropriate adjustments to maintain the compensation plan's effectiveness.
  - Review existing timesheet systems and pay cycle and recommend restructure to simplify process for less manual calculations, avoid overpayment and allow for real time leave information.
  - Assist Bureau with training HR and other key staff to implement proposed changes and to maintain the pay and class system moving forward.
- Attend meetings, if requested, throughout the process with employees, the Executive Director and/or designated staff, and the Board of Directors to explain the methodology, survey results, and recommendations.
  - Prepare a written final report of the total compensation system, analysis of financial impacts, benefit survey results and recommendations, including a discussion of methods, techniques, and data used to develop the classification and compensation plan.

## **5. SELECTION PROCESS AND AWARD**

### **A. Process**

The consultant will be selected following a review, ranking, and recommendation by the Executive Director, Director of Administration and Personnel Committee.

### **B. Award Criteria**

The Bureau reserves the right to award a contract, based on initial proposals received from contractors, without discussion and without conducting further negotiations. The Bureau may also, in its sole discretion, initiate further discussions with contractors that it deems to fall within a competitive range. Award shall be based on the best overall proposal taking into consideration the following factors:

1. Demonstration of the firm's ability to successfully complete all requirements as specified in the Scope of Work
2. Cost of Services
3. Experience in similar consulting services
4. Qualification of project staff, including internal staff and/or staff that may be involved in duties being outsourced
5. Performance History (References)

## 6. PROPOSAL REQUIREMENTS

Proposals are to be organized to facilitate evaluation by the Bureau according to the following outline:

1. A statement of your understanding of the work, descriptions of the approach, illustrations of the procedures to be employed, project schedule including an estimated start date.
2. A synopsis, prepared for management review, covering the salient features of the proposal including overall costs and scope of work.
3. A detailed breakdown and description of the specific steps, services, and study products that will be provided as a result of the Scope of Work previously listed in this RFP. Firms may elect to include in this section any innovative methods or concepts that might be beneficial to the Bureau as long as the minimum assistance requirements from the Bureau as set out in this RFP are met.
4. All study costs to include professional services, supplies, etc., proposed contract terms and conditions are to be submitted. The not-to-exceed fees for performing each phase of the study, including out-of-pocket and travel expenses.
5. The proposed implementation schedule to include specific milestones to meet a completion date of October 1, 2022.
6. Additional Services (Optional) – any other related and recommended products or services not specified in this RFP which may be considered essential or beneficial by the firm. These services should be priced separately from item 4 above and shown here.
7. A brief introduction, limited to no more than four (4) pages describing the firm's organization and services; a list identifying the project manager and/or staff who would be assigned to this project as well as their professional experiences, qualifications, responsibilities, and functions; any proposed outsourcing resources with a description of professional experience, qualifications, responsibilities, and functions. Promotional literature and other public relation services should NOT be included.
8. Client References – a list of clients the firm has provided compensation/classification services to since July 1, 2019, including the organization, contact person, email, address, telephone number, and a brief description of the compensation/classification services provided.

## 7. GENERAL INFORMATION & SUBMISSION OF PROPOSALS

All inquiries concerning this RFP shall be directed in writing to:

Outer Banks Visitors Bureau  
ATTN: Diane Bognich  
1 Visitors Center Circle  
Manteo, NC 27954  
Email: [bognich@outerbanks.org](mailto:bognich@outerbanks.org)

Sealed proposals must be received by the Outer Banks Visitors Bureau no later than 5:00 pm EST on June 10, 2022. Hard copy proposals may be mailed or hand-delivered to the address above.

All proposals submitted in response to this Request for Proposal become the property of the Outer Banks Visitors Bureau.

The Bureau reserves the right to accept or reject all or any part of any proposal, waive informalities and award the contract to best serve the interest of the Bureau.

After proposals are reviewed, the Bureau will select the proposal in the best interest of the Bureau.