



ADDENDUM #1
Request for Proposal
Classification and Compensation Study

1. What are the Town's top strategic priorities in terms of employee recruitment, retention, and motivation? We strive to effectively address organizational needs, whether that be staffing, compensation, benefits, etc. At the same time, we try to create and sustain an organizational culture that values professional development.
2. What are the most pressing compensation-related challenges the Town is currently facing? Our Board of Commissioners has committed to ensuring that employee salaries are at or above market. Other municipalities in the immediate area have raised salaries and have offered perks such as sign on bonuses. We want to remain competitive in the current employment environment so we can attract the best and the brightest candidates for vacant positions. At the same time, we want to adequately compensate current employees for the jobs they do so we do not lose them to other entities that may be offering higher salaries.
3. What specific outcomes does the Town hope to achieve through this compensation study? We would like to see how our current pay plan and salaries compare to neighboring municipalities while identifying economic drivers that have an impact on the current market.
4. How frequently are job descriptions reviewed and updated? Are there any specific areas where job descriptions may be outdated or inaccurate? We encourage supervisors and department heads to review individual job descriptions whenever they request a vacancy posting in order ensure that the current duties are reflected in the job description. If an employee makes it known that the job description is not in line with their actual duties, we revise the job description. We would like to have a review of all job descriptions during the course of each pay study which is every three years. Generally, inaccuracies are addressed in real time.
5. Are there existing career ladders or progression paths within the Town's organization? If so, how effective are they in supporting employee development and advancement? At this time, the Police Department is the only department that has a career ladder, and it has been very effective in allowing officers to advance by obtaining additional training and certifications. One of the deliverables we hope to receive from this study is a review of all positions in order to identify the positions that can support a career ladder and a recommendation for implementation.
6. How are salary ranges currently determined and maintained? Are there any specific concerns about the current salary structure? Our current pay scale is made up of 33 grades. There is a 5% difference in the minimum of each pay grade. Within the individual grades, there is approximately a 48% difference between the minimum and maximum salary. We have no concerns about the current structure.
7. What salary surveys does the Town currently use for benchmarking, and how frequently are they updated? Since we have committed to conducting a pay study every 3 years, we primarily rely on the results of that year's pay study. However, if we must make adjustments between studies, we request current salary information from neighboring municipalities, review the salary information that is publicized by the North Carolina League of Municipalities on an annual basis, and we give consideration to the CPI at the time.
8. Are there any known instances of pay compression within the Town's organization? If so, how are these issues currently being addressed? There is a compression issue within 1 department. Once compression is identified, we try to adjust salaries in a manner that allows for a 7% rate of separation between the salaries of the effected employees.

9. Has the Town conducted any recent pay equity analyses? If so, what were the findings and recommendations? **No, we have not.**
10. Has the Town conducted any recent surveys to assess employee satisfaction with benefits? If so, what were the key findings? **No, we have not conducted an organization-wide survey; however, we ask separating employees how satisfied they were with benefits. Those results are favorable.**
11. What strategies or resources are available to support change management during the implementation of any recommended compensation changes? **Our strategy has 4 major focus areas: preparation, effective communication, practical implementation, and sustainability.**
12. How does the Town plan to communicate changes to employees and address any potential concerns or resistance? **Communication will be in the form of mass emails from Human Resources and the Town Manager when necessary, discussions in departmental meetings, and discussions with the Staff Development Team. If concerns or resistance arise, they will be addressed on the supervisor level or department head level. If escalation is necessary, the Human Resources Director or Town Manager will be more than happy to address any issues.**
13. How will the Town involve unions in the compensation study process, and what are the expectations for collaboration? **N/A**
14. What data will the Town be able to provide to support the study, such as job descriptions, performance evaluations, and salary information? **The Town will provide all necessary data and information.**
15. Are there any budgetary constraints that need to be considered during the compensation study? **In an effort to be good stewards of taxpayer dollars, we are always mindful of all funds the Town expends. The Town approves an annual budget to which we must adhere as we do not have unlimited funds.**
16. Does the Town have a budget for this project? **Yes, we do.**
17. We are assuming that you want to include the Rural Fire Department in the study (total employee 120). How many unique classifications/job titles will be part of the study? **Yes, we would like to include the Fire Department. We have approximately 44 unique classifications.**
18. When was the last classification/compensation study completed? **It was completed in 2021.**
19. Was the last compensation study completed in-house or by an outside consultant? If by a consultant, who was the firm? **It was completed by the Piedmont Triad Regional Council (PTRC).**
20. What's driving the need/reason for a compensation study at this time? **The Town has committed to conducting a study every 3 years.**
21. How many job/classification titles does the Town have and how many of those are included in the project? **We currently have 39 classifications, of which 38 will be included in the project. The planned unification with the Fire Department will add 6 additional classifications for a total of 44 to be included in the project. See question #17.**
22. The RFP mentions the unification with the Rolesville Rural Fire Department. How many job/classification titles does the Fire Department have and how many of those are included in the project? **Please see above.**
23. Are job/classification descriptions in good shape, or is the consultant expected to create/revise the job/classification descriptions as part of the project? **Please see question #4.**
24. Does the Town participate in any Industry, Trade, Professional Association, or Local wage/salary surveys? If so, which ones? **We participate in the annual salary study conducted by the North Carolina League of Municipalities. Also see question #7.**
25. Besides any surveys that the Town might participate in, does the Town know of any additional Industry, Trade, Professional Association, or local wage/salary surveys that might be useful for use in the project? If so, which ones? **No**
26. For the custom salary survey, does the Town have a list of comparator organizations that they want the consultant to use, or is the Town looking for the consultant to identify the comparator organizations for inclusion in the survey? **We have a list of comparator organizations within the general area.**
27. What is the Town's fiscal year beginning and end dates? **Our fiscal year runs from July 1st – June 30th.**
28. Does the Town currently use pay grades, or is each job title assigned to its own pay range? **We have 33 pay grades. See question #6.**
29. The RFP mentioned a Police Department Organizational Structure comparison. Please explain in greater detail what the Town is looking for regarding this comparison. **An organizational assessment was recently conducted for the Police Department, so we do not want to repeat that assessment. We simply want a**

cursorious review to ensure that current structure is still relevant, given the changing landscape of the law enforcement profession.

30. How many pay plans (pay structures/pay grids) does the Town currently use? If more than one, what employee groups are assigned to each pay plan? For example, does the Fire Department or Police Department or any other employee group have their own, separate pay plan/structure? Please explain. **The Town has 1 pay plan.**
31. Does the Town provide pay increases on the employee's anniversary date, on a common date for all employees, or based on some other timing? Please explain. **Employees are eligible for a merit increase on their anniversary dates.**
32. Does the Town want the consultant to include an analysis of the FLSA classifications of each unique job title? **No**
33. The RFP references Certifications and other Skill-based incentives in reference to pay progression. Does the Town currently provide pay increases or other incentives to employees who have, or receive certifications or other specific skills? Please explain. **No**
34. Does the Town desire that all employees receive a job analysis questionnaire during the job analysis stage of the project, or are the job descriptions sufficient enough to perform job analysis? **The job descriptions are sufficient; however, our Human Resources Department will have completed questionnaires available for review if necessary.**
35. After the project is completed and implemented, does the Town expect to be able to conduct its own job analysis and job evaluations when New Jobs are created and Existing Jobs require Re-evaluation, or will the Town prefer to have the consultant to provide that service as part of a service agreement? **It would be ideal if the consultant can equip the Town to conduct its own job analysis when necessary.**
36. What was the date of the last study completed? Was it of the same scope as the current request? Did it include updated job descriptions? **Our last pay study was in 2021. It included a salary review for all full-time positions and our Board of Commissioners. I did not include a review of or an update to job descriptions.**
37. Was the study completed internally or with the assistance of an outside firm? Who was the outside firm if one was used? **The study was conducted by Piedmont Triad Regional Council (PTRC).**
38. How many unique job titles are covered in the study? **With the unification of the Rolesville Rural Fire Department with the Town, we will have approximately 44 job titles/classifications.**
39. When was the last time that the Town of Rolesville conducted a compensation competitiveness study? **2021**
40. What is meant by organizational assessment of the Town of Rolesville's Police Department? **The Town retained an outside firm to conduct an overall review of the department, including departmental structure, workforce size, career ladder, and recruitment strategies.**
41. What is the list of job titles?
42. Does the Town of Rolesville have a unique pay plan for each of the departments, fire and police? **No**
43. Does the Town have a job architecture guide? **No**
44. Is the Fire Department to be included? **Yes**
45. There is mention of the Town's "Service Agreement." Can we get a copy to review prior to RFP submission? **Yes**
46. How many unique job classifications are to be included in the scope of the study? **With the unification of the Rolesville Rural Fire Department with the Town, we will have approximately 44 job titles/classifications.**
47. Can you identify what kind of benefits are to be reviewed? **We would like a general review of the benefits that we offer outside of monetary compensation in order to determine if we are comparable to surrounding municipalities. The benefits to be considered are the number of paid holidays, the rate of vacation accrual and when it increases, parental leave, community involvement leave, and the amount of tuition reimbursement.**
48. Do you anticipate the participation of employees, such as through the completion of job questionnaires? **We will have completed job questionnaires on hand for your review. You may need to follow-up with employees.**
49. Is the Town asking for the preparation of new job descriptions? **We encourage supervisors and department heads to review individual job descriptions whenever they request a vacancy posting in order ensure that the current duties are reflected in the job description. If an employee makes it known that the job description is**

not in line with their actual duties, we revise the job description. We would like to have a review of all job descriptions during the course of each pay study which is every three years. Generally, inaccuracies are addressed in real time.

50. Has the Town budgeted for the project or identified an expected range of cost? If so, can you indicate an amount or range? **We have budgeted \$35,000.**
51. The RFP states that the Town will unify with the Fire Department in July 2025. Will those positions be included in the scope of the study as well? **Yes, they will.**
52. Does the Town have any flexibility in the time frame for completion by January 31, 2025? **We do have a small amount of flexibility; however, we would like to include the results in next year's budget. Therefore, we will need the result as soon as possible. Our budget process begins in December.**