



City of Hammond

Compensation and Benefit Study Proposal

September 2021



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SSA CONSULTANTS

SSA Consultants (SSA) is an organizational development and management consulting firm based in Baton Rouge, Louisiana and founded in 1970. SSA is a team of professionals with diverse academic credentials and complementary, real-world management experience. The expertise of this team enables SSA to provide the quality of consulting services that help organizations improve their performance.

OUR MISSION

We are in the business of helping our clients improve their performance.

SSA's consulting services are designed and delivered to meet clearly defined client needs. SSA's clients span both the public and private sectors and range from nonprofits to Fortune 500 companies to government entities (state and local). Utilizing a collaborative methodology combining our insights and expertise with those of our clients, SSA provides straightforward consulting services and simple organizational tools that have the power to create new understanding and positive change.

SSA's services include: compensation and benefit studies, strategic planning, organizational design and development, operational design and planning, work process redesign, performance management and improvement, systems integration and design, cultural transformation, training and leadership development, customer service improvement, stakeholder outreach, project management, best practice research and analysis (including public policy), grant writing, facilitation/negotiation/problem-solving, executive searches, and communications development and management.

SSA and its clients have received numerous awards as a result of their projects. Some of the more notable awards are the Better Business Bureau for South Central Louisiana's 2008 Douglas Manship Jr. Torch Award for Ethics in Business; the Press Ganey Compass Award for the most improvement in Customer Satisfaction scores in large hospitals awarded to Covenant Medical System in Texas; the Journal of Emergency Medical Services (JEMS) award for the nationally-recognized "Carpe Diem" program designed for Acadian Ambulance; the Louisiana Quality Award for process improvement work with Rapides Regional Medical Center; and the Louisiana Association of Business and Industry 2017 Free Enterprise Award for Innovator of the Year.

SSA's consulting team spans multiple generations and possesses a wide range of expertise and experience. Team members are

OUR VALUES

- Sensitive, responsive to customer needs
- Loyalty to customers and company
- High quality
- Ethics and integrity
- Teamwork
- Trust and openness in dealing with others
- Ongoing learning
- Self-evaluation for continuous improvement
- Sensitive to individual's needs and family
- Commitment to community

entrepreneurs, innovators, teachers, researchers, planners, writers, problem-solvers, and community leaders that come from executive positions in the worlds of banking, health care, petrochemical, service industries, and academia.

OUR VISION

Our clients will see us as a partner and a progressive, results-oriented resource.

We strive to be the preeminent consulting firm in the region and to have a presence at the national and international level.

SSA partners with and advises leading organizations in the private, nonprofit, and public sectors. By leveraging team members' diverse academic and professional backgrounds, deep industry knowledge, and areas of expertise, SSA provides high-quality services and resources that meet clients' needs.

Since 1970, SSA's approach has stayed the same — combine SSA's management expertise and experience with the knowledge and passion of their clients to build stronger, more successful organizations.

SSA is pleased to offer this proposal for consideration by the City. Additional information about SSA's experience, qualifications, and proposed methodology is included in this proposal. SSA would not utilize any subcontractors in order to complete the deliverables should SSA be chosen for the project. SSA understands the intricate nature of compensation and benefits programs and would look forward to working with the City leadership to provide a financially sound, competitive, and fair program for its employees.

REFERENCES

SSA has extensive experience in assessing and designing compensation and benefit plans for organizations across a variety of private and public industry sectors. SSA's experience in both the human resources and financial arenas combined with their industry expertise creates practical, creative compensation solutions to keep SSA's clients at their competitive best.

In the past five years, SSA has completed several compensation studies in the public and private sectors similar in scope as the study for the City. SSA has recently completed compensation and benefit plan studies for the Baton Rouge Police Department, Baton Rouge Recreation (BREC), East Baton Rouge Sherriff's Department, and the Capital Region Planning Commission and is currently involved in four other compensation studies:

- St. Charles Parish
- City of Mandeville
- JEDCO
- Coast Builders Coalition

SSA provides the following public-sector references from whom SSA has provided classification and compensation studies within the past five years.

1. Capital Region Planning Commission (CRPC)

Baton Rouge, Louisiana
Jamie Setze, Executive Director
(225) 383-5203
jsetze@crpcla.org

Compensation Plan Study

Start Date: January 2019

End Date: March 2019

Description: SSA examined the compensation system practices and pay ranges for CRPC employees. SSA also provided recommendations to the organization based on compensation-related areas. SSA will be pursuing further projects with the CRPC to help establish a Performance Management System and a new officer handbook.

2. Baton Rouge Police Department

Baton Rouge, Louisiana

John Dunnam, Deputy Chief

(225) 389-2000

JDunnam@brla.gov

Compensation and Benefit Plan Study

Start Date: May 2018

End Date: December 2018

Description: SSA examined the compensation system practices and pay ranges for BRPD employees. SSA also conducted a comparative analysis of the department's benefit package to that of private and public organizations and provided recommendations to the Parish.

3. City of Plaquemine

Plaquemine, Louisiana

Georneisha Johnson, Human Resources Director

(225) 687-3725

gjohnson@plaquemine.org

Compensation and Benefit Plan Study

Start Date: January 2018

End Date: May 2018

Description: SSA examined the compensation system practices and pay ranges for Parish employees. SSA also conducted a comparative analysis of the Parish's benefit package to that of private and public organizations and provided recommendations to the Parish.

TEAM MEMBERS

SSA will utilize a mix of project team members to deliver the scope of services identified in the project methodology and approach. Resumes for the project team member, with a focus on compensation study experience, are provided for review by the City.



Cody Saucier | Consultant

Cody Saucier has a variety of experience in process management and analysis for projects in both private and public organizations. His experience includes developing process management flows for organizational assessment and evaluation, analyzing current practice standards, and implementing best practice research from a variety of industries and regions.

Cody's experience includes working with the Baton Rouge Police Department, St. Tammany Sheriff's Office, East Baton Rouge Sheriff's Office, St. Tammany Parish Government, Ascension Parish Government, DeSoto Police Jury, City of New Orleans, Baton Rouge Recreation, Sabine Parish Police Jury, St. John the Baptist Parish, City of Plaquemine, and the Diocese of Baton Rouge's Child Nutrition Program to create Compensation and Benefits Studies for all employees of each organization. He has been involved in many compensation and benefit plan studies for public entities, ensuring accurate and relevant market comparisons and actionable recommendations.

He has also worked with the Jefferson Parish Permit and Code Enforcement Department, Engineering Department, and Planning Department to improve the building permit and inspection process through process mapping and redesign. He has also assisted the Louisiana State Board of Medical Examiners in their operational analysis of the Licensure Division and created process workflows for each individual license type.

He has worked with the City of Baton Rouge in the reorganization of the Department of Public Works, which included separating the department into six separate entities and finding new leadership for the newly created departments.

Prior to joining SSA in 2013, Cody worked with developmental disabilities organizations to provide logistical support and volunteer coordination for fundraising events.

Education & Certifications

- B.A., History and Political Science, LSU

Areas of Expertise

- Compensation and Benefit Analysis
- Process Management
- Complex Analysis
- Organizational Assessment
- Survey Administration
- Best Practice Research

Representative Clients

Compensation & Classification Studies

- Ascension Parish Government
- Baton Rouge Metropolitan Airport
- City of Baton Rouge
- City of New Orleans
- East Baton Rouge Sheriff's Office
- Baton Rouge Police Department
- St. John the Baptist Parish Government
- St. Tammany Parish Government
- St. Tammany Parish Sheriff's Office
- DeSoto Parish Police Jury



Sarah Bowden | Consultant

Sarah Bowden has developed a breadth of experience and in specialized research and complex analysis for projects in both private, non-profit, and public organizations. Her experience includes developing operational designs for organizational assessment and evaluation, analyzing current practice standards, and implementing best practice research from a variety of industries and regions.

Sarah's experience includes working with the Baton Rouge Police Department to create a Compensation and Benefits Study for all sworn officers in the organization, which included the formulation of recommendations to maximize the organization's efficiencies and employee satisfaction. She has been involved in several other compensation and benefit plan studies for public entities, playing a key role in data analysis and comparable market research.

She has also worked with the Parish of Ascension in developing up-to-date job descriptions and implementing a performance-management system, in order to enact cultural change within the parish. In addition, she has also assisted the Baton Rouge Area Chamber in their operational analysis of the Intern BR Program.

She has worked with the Louisiana Department of Health conducting several executive searches in order to fill multiple high-level roles within the organization, which includes conducting personality assessments to assess cultural and job fit.

She has worked with the Dioceses of Baton Rouge in the reorganization of the IT, CLTV, and other internal departments, which included developing a funding plan for organizational changes.

Areas of Expertise

- Compensation and Benefit Analysis
- Performance Management
- Employee Engagement
- Executive Searches
- Environmental Assessment

Representative Clients

Compensation & Classification Studies

- Ascension Parish Government
- Baton Rouge Police Department
- Capital Region Planning Commission
- Leadership Academy
- BREC
- BASF
- BRAC
- City of Baton Rouge, Parish of East Baton Rouge
- City of New Orleans
- CRPC
- East Baton Rouge Sheriff's Office
- Rapides Parish
- BRNEDD

Education & Certifications

- B.A., Economics, LSU
- Minors: Psychology, Global Diplomacy, Sociology

METHODOLOGY & APPROACH

The following sections describe SSA's methodology and approach to complete a compensation study, including a workflow with timeline and information about SSA Consultants (related experiences, reference contact information for similar projects, and project team resumes).

Project Methodology

The objective of the study is to create recommendations for the City's compensation plan. SSA's methodology includes the following activities.

- SSA will create a **project communication plan** with a designated point of contact to provide project status updates, provide guidance on project activities as needed, and address employee appeals.
 - SSA will schedule with the designated point of contact a project kick-off meeting to finalize the project work plan and develop the communication plan.
- SSA will develop a plan to **collect background data**.
 - This plan will include a review of the City's compensation strategy, policies, and practices to gain an understanding of the current compensation philosophy system.
 - SSA will deliver a data request to the City for background data around current benchmarks, job classifications, job descriptions, and total pay for employees. management and director positions).
- SSA will design and administer a **job analysis questionnaire**.
 - SSA will design and administer a job analysis questionnaire ("JAQ") to be distributed to each and every employee of the City to ensure accurate and up-to-date information for each job to be analyzed.
 - JAQs will be reviewed by supervisors and human resources to ensure the information contained in the JAQ is accurate.
- SSA will complete **job analysis**.
 - SSA will use the findings from JAQs to match jobs for analysis.
 - SSA will price the positions using other compensation data and our proprietary database salary information job matching.
- SSA will review **benefits** provided by the City to city-wide positions
 - SSA will collect information from other agencies and municipalities to determine if there are best practices regarding benefits provided by the City and recommend changes for future implementation
- SSA will **recommend changes to the Labor Grade System**.
 - SSA will analyze the current labor grade system and compare with regional, state, and national practices to make determinations of best practices for the City.

- SSA will create a new uniform system that will effectively create a labor grade with a minimum and maximum for each job in the City while also reducing the administrative load.
- **Complete Labor Grade Cost Analysis**
 - SSA will complete an analysis for the total cost to move all current employees of the City to the new labor grade system.
- SSA will make **recommend changes to the current compensation plan.**
 - SSA will make recommendations for changes to the plan based on findings in the benchmarking analysis.
 - SSA will develop a procession plan for employees to move forward in their pay grade
 - SSA will make recommendations for potential incentive programs to help motivate employees
- SSA will **develop an implementation plan** around adjusting compensation as needed for individuals and jobs to create an ongoing process for updating job descriptions, benchmarks, and salary structure.
 - SSA will train administrative and HR staff in how to utilize and navigate the new system
- SSA will **present the findings and recommendations with implementation plan**, including discussion of method, techniques, and data used to develop the compensation plan study, to appropriate City members.

COST PROPOSAL

SSA will utilize a mix of team members to complete each activity in the scope of work based on the activity and its complexity. The cost proposal for the City of Hammond Compensation and Benefit Plan Study is presented as a fixed, lump sum price of \$86,225 which is inclusive of all consultant time, travel, and material production. SSA utilizes a blended hourly rate to calculate time in major project activities based on past compensation studies of similar scope and structure. The following is an itemized breakdown based on project activities:

- Project Administration - \$11,250
- Market Analysis for All Positions (102) - \$34,425
- Benefit Data Collection & Analysis - \$4,500
- Cost Analysis Based on Market Valuation (313 full-time) - \$17,600
- Labor Grade Analysis - \$6,750
- Implementation & Final Product Delivery - \$11,700

AREAS OF EXPERTISE

SSA Consultants (SSA), a Louisiana-based business management and organizational development firm, understands the intricate nature of compensation plans and can provide recommendations with an implementation plan to create a financially sound, competitive, and fair program for the City of Hammond.

Founded in 1970, SSA has a long history of conducting compensation and classification studies both in the private and public sector, including recent compensation studies for East Baton Rouge Parish Government, Baton Rouge Police Department, the City of Plaquemine, Capital Region Planning Commission, Baton Rouge Recreation (BREC), the St. Tammany Parish Sheriff's Office, Ascension Parish Government, and City of New Orleans.

DATA REQUEST

- Job descriptions
- Employee benefits at all levels (including “fringe” benefits)
 - Health care (including dental, optical, etc.)
 - Paid time off
 - Sick leave
 - Car allowances
 - Per diem allowances
 - Any further benefits not listed here
- Current employees and salary data
- Job classifications and associated labor grades
- Definition of labor grades currently in place
- Organizational charts
- Turnover data
 - At least three years if possible
 - Include department breakdown if possible
- Exit interviews
- Human resource procedures related to:
 - Hiring and firing
 - Performance evaluations
 - Raises and bonuses
- Any previous studies or survey data
- Enabling documents
 - Pay and compensation philosophy
 - Pay raise philosophy and how it is executed
 - Employee handbook

TIMELINE

This section of the proposal contains the detail work plan – including a step-by-step process with itemized tasks, estimated hours to complete the task, and a timeline for completion of each task. See **Methodology & Approach** section for additional detail.

The project schedule estimates a five-month timeline. The work plan below identifies tasks to be completed in each month of the project timeline.

Project Timeline

Scope of Work Activity	Month One	Month Two	Month Three	Month Four	Month Five
<ul style="list-style-type: none"> • Create a project communication plan <ul style="list-style-type: none"> – Schedule and conduct project kick-off meeting 	•				
<ul style="list-style-type: none"> • Collect background data <ul style="list-style-type: none"> – Review compensation strategy, policies, and practices to gain an understanding of the current compensation philosophy system – Gather background data around current benchmarks, job classifications, job descriptions, and total pay for employees 	•				
<ul style="list-style-type: none"> • Administer Job Analysis Questionnaire <ul style="list-style-type: none"> – JAQ to be filled out by every employee of the City and reviewed for accuracy by supervisors and Human Resources 	•	•			
<ul style="list-style-type: none"> • Complete job analysis <ul style="list-style-type: none"> – Match jobs for benchmarking using the findings from the current job descriptions – Benchmark the positions using SSA’s proprietary database 		•	•		
<ul style="list-style-type: none"> • Review benefits for city-wide positions <ul style="list-style-type: none"> – Collect benefit information from other agencies and municipalities – Recommend changes for future implementation 		•	•		

Scope of Work Activity	Month One	Month Two	Month Three	Month Four	Month Five
<p>Recommend changes to the current labor grade system</p> <ul style="list-style-type: none"> - Analyze current classification system and compare with regional, state, and national practices - Recommend changes to the current classification system 			•	•	
<ul style="list-style-type: none"> • Complete Labor Grade Cost Analysis <ul style="list-style-type: none"> - Complete an analysis for the total cost to move all current employees of the City to the new labor grade system 				•	
<ul style="list-style-type: none"> • Recommend changes to the current compensation plan <ul style="list-style-type: none"> - Create a new system that will create a labor grade with a minimum and maximum for each job in the City - Develop a procession plan for employees to advance - Make recommendations for potential incentive programs to help motivate employees 				•	
<ul style="list-style-type: none"> • Develop Implementation Plan <ul style="list-style-type: none"> - Develop an implementation plan around adjusting compensation as needed for individuals and jobs to create an ongoing process for updating job descriptions, benchmarks, and salary structure - Train administrative and HR staff in new system 				•	•
<ul style="list-style-type: none"> • Present the findings and recommendations with implementation plan <ul style="list-style-type: none"> - Including discussion of method, techniques, and data used to develop the compensation plan study, to appropriate City members 					•

SSA RESOURCES

SSA utilizes a broad range of different databases, including a network of past clients' job descriptions, to create the most comprehensive salary estimate possible. The main resource that SSA uses for these projects is the Economic Research Institute's (ERI) database. The ERI website describes its database as "the most robust salary, cost of living, and executive compensation survey data available, with updated market data for more than 1,100 industry sectors. ERI collects salary survey data from internal surveys, third-party salary surveys, and public sources to calculate geographic salary differentials and assist with compensation planning."

The ERI is consistently updated which would provide SSA with the most accurate and precise information. Additionally, SSA's vast network of local governmental agencies ensures that all salary information will be closely compared to regional competitors and equip the City of Hammond with a competitive edge for acquiring scarce talent.

FINAL REPORT EXAMPLE

SSA strives to make final reports uncomplicated and easy to understand. SSA presents the market rate in a chart format that clearly shows the title, department, FLSA status, current pay range, and the market range for each position. If a position falls below the market minimum, it is highlighted in yellow to allow that position to stand out.

Provided is an excerpt of the salary analysis from a previous report.

Report Excerpt Example

Department	Position	FLSA Status	Company Annual Min	Company Annual Max	Market Annual Minimum	Market Annual Midpoint	Market Annual Maximum
Finance	Account Clerk 2 (Purchasing)	Non-Exempt	\$26,976.27	\$43,162.04	\$27,220.80	\$34,026.00	\$40,831.20
Finance	Account Clerk 3 (Accounts Payable)	Non-Exempt	\$33,982.33	\$54,371.73	\$33,409.60	\$41,762.00	\$50,114.40
Finance	Account Clerk 3 (Payroll)	Non-Exempt	\$33,982.33	\$54,371.73	\$31,549.60	\$39,437.00	\$47,324.40
Finance	Account Clerk 3 (Reconciliation)	Non-Exempt	\$33,982.33	\$54,371.73	\$31,548.80	\$39,436.00	\$47,323.20
Finance	Account Clerk 3 (Revenue)	Non-Exempt	\$33,982.33	\$54,371.73	\$31,550.40	\$39,438.00	\$47,325.60
Finance	Accounting Supervisor	Exempt	\$55,112.76	\$88,180.42	\$66,713.60	\$83,392.00	\$100,070.40
Finance	Assistant Director of Finance	Exempt	\$69,426.21	\$111,081.93	\$69,451.20	\$86,814.00	\$104,176.80
Finance	Budget Analyst	Exempt	\$51,030.34	\$81,648.54	\$48,653.60	\$60,817.00	\$72,980.40

**Request for Proposals # 22-13
Signature Page**

The City of Hammond is soliciting Request for Proposals (RFPs) for a Salary and Compensation Study.

Proposals will be received until 10:00am on September 2, 2021

Acknowledge Receipt of Addenda:

Number: _____

Number: _____

Number: _____

Proposer Name: SSA Consultants

Address: 7331 Bluebonnet Blvd. Baton Rouge LA 70810

Phone: 225-769-2676 Fax: _____

Email: CSaulier@consultssa.com

Printed Name of Person Authorized to Sign: Anita Byrne

Title of Person Authorized to Sign: Partner

Signature of Authorized Person: AMB

Date: 9/1/21

This RFP signature page must be signed by an authorized Representative of the Consultant/Firm for proposal to be valid. Signing indicates you have read and comply with everything described in the Request for Proposals specifications.

SSA CONSULTANTS

MEETING OF THE BOARD OF DIRECTORS OF SSA CONSULTANTS, LLC

A meeting of the Board of Directors of SSA Consultants, LLC was held on January 20, 2021, whereby a resolution was passed authorizing William S. Slaughter, Christel C. Slaughter, Rudy G. Gomez, and Anita M. Byrne by their signature, to enter into any and all contractual obligations on behalf of this corporation.



Christel C. Slaughter, Ph.D.
Chief Executive Officer



SSA CONSULTANTS FOLLOW-UP QUESTIONS

- 1. Could you describe the projects that SSA has completed with more detail, specifically for two that you think would most closely mirror what we are requesting for Hammond? We'd like to know how many unique positions were analyzed, what was performed, and the timeline accomplished.**

SSA has completed over 30 compensation and benefit studies for various organizations over the past six years. Most of our projects are extremely similar to that of the City of Hammond allowing for a process which is well defined in our methodology section in the proposal. Each project is different, as organizations often vary in size, but as far as governmental organizations, we have completed compensation projects for the City of Baton Rouge, City of New Orleans, and Ascension Parish, all of which have more total positions than the City of Hammond.

We are currently wrapping up compensation studies for St. Charles Parish and the City of Hammond. St. Charles Parish has 457 total employees and over 200 unique positions. Our process for that study would be extremely similar to the process for the City of Hammond. Our timeline has been 5 months up to this point where we have produced a report and are in the process of finalizing it. Due to some extenuating circumstances (most notably Hurricane Ida), we haven't gotten the entire package finalized yet, but are moving towards that.

- 2. In the report example that you provided, are there other sections that show the comparison cities/parishes used? Do those vary by position, or do you collect mainly based on geography and then compare within the report on the positions that match up?**

Each of our compensation reports typically has four main sections:

- Introduction and Review of Methodology – Discussion of what was performed in requisite timeline and steps taken to accomplish project goals.
- Compensation Analysis – A large chart (brief example included in proposal) where we list every position within the City of Hammond and the market competitive rate. We provide a minimum and a maximum which is based on a 20% spread above and below the market mean.
- Benefit Analysis – We collect benefit data from other regional municipalities and compare the benefits provided by the City of Hammond to your regional peers. We work with you to determine those peers. This includes vacation leave, sick leave, healthcare (including overall plan benefits and costs for employees and prescription drug costs), holidays offered, bereavement leave, and retirement. We provide these in easy to use comparison charts.
- Recommendations – These are directly related to the compensation and benefit analysis. If there are areas where the City of Hammond needs to make adjustments, they are included in the recommendations.

For our market analysis, we try to avoid direct city to city comparisons when it comes to market valuations for a few reasons:

- There is no guarantee that the City or Municipality chosen for comparison is actually compensating their positions at a market competitive rate. Unless that City has completed a compensation study within the past three to five years, there is a good chance that their positions are also out of market rates.

ii. For the given project budget and timeline, we would not be able to collect a sufficient amount of data to be confident in the valuations. We would need to have a significant amount of data collected from at least five or six other municipalities to form a market rate and even then, that is only a few data points and only includes other governmental organizations which may be out of market anyway as discussed in the point above.

iii. Often, there are positional disparities between direct comparison from one organization to another. Just because a title matches from one group to another, does not necessarily mean the duties, responsibilities, and minimum qualifications are the same. By using a more targeted database approach, we can be sure that the position we are comparing is an excellent match and calibrated appropriately to the City of Hammond's specifications.

e. For our market valuations, we use a proprietary database to ensure the accuracy of our compensation valuations. This database allows us to target the specific region of the City of Hammond and allows us to use both a public and private mix of data to give a more accurate representation of the market value of a given position. The City is often competing with private industry for labor as well, so we find it is usually best to use a diversified industry and government data mix to determine positional market value. We can also calibrate the database to only use government organizational data, but that may be a discussion we have during the course of the project as to which data set we should use.

3. Have you performed a benefits or total compensation comparison, and how does that final report look as compared to this one example that lists a few positions with salary points?

As discussed above, we do include a full benefit comparison section. We typically do not use "total compensation" as a comparison number in the compensation analysis section as it can often be quite misleading. From our experience, a direct cash to cash analysis is usually the cleanest way to present compensation information. We do have some clients in the past who have used a total compensation formula to provide a memo to each employee informing them of their benefit value as a retention tool. I am happy to discuss this further.

4. We know that the hurricane has shifted the city's timeline. Are you all still able to complete this project within 5 months once the project begins?

Five months is a typical timeline for a compensation study of this size and nature. That being said, there are always things that could potentially cause delays (like hurricanes!). One major part of the project which we have often found causes delays is the administration of the Job Analysis Questionnaire (JAQ). During the kickoff meeting, we will need to establish a strong process for the City to make sure we are getting complete and accurate questionnaires in an acceptable timeline. However, the most important part of that process is making sure they are accurate and have been reviewed at least twice, so even if it takes a little bit more time, we want to make sure we do it right.