



Office of the Vice President
and Chief Financial Officer

Procurement Services

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January 16, 2020

ADDENDUM #1 to the University of Florida ITN20LD-134 HR Market Pricing Tool scheduled to be opened on January 30, 2020 at 3:00 pm at the University of Florida, Elmore Hall Conference Room, Radio Road, Gainesville, Florida.

This addendum shall be considered part of the Contract Documents for the above mentioned **ITN20LD-134** as though it had been issued at the same time and incorporated integrally therewith. Where provisions of the following supplementary data differ from those of the original document, this addendum shall govern and take precedence. All other terms, conditions, and regulations will apply.

This addendum consists of:

- Responses to questions received by the deadline of 01/16/2020, 5:00pm EST.

Sincerely,

Lisa Deal
Asst. Vice President & Chief Procurement Officer

Please acknowledge receipt of Addendum #1 by signing below and returning this addendum with your proposal. Failure to include addendum with your proposal may result in rejection.

Signature

Company Name

Company Address

City/State/Zip

Responses to questions submitted for ITN20LD-134 HR Market Pricing Tool

1. Can you describe the staff salary structure developed by Sibson Consulting? Is the structure a traditional grade-based structure, job-based ranges or potentially a combination of both? If you can provide a sample structure, that would be ideal.

A: As part of the engagement with Sibson, UF implemented a traditional grade-based salary structure and slotted jobs based on the market data that complied. Additional information, including the structure, is found at <https://hr.ufl.edu/manager-resources/classification-compensation/compensation/staff-salary-structure/>

2. Regarding the market data procured through the work accomplished with Sibson (i.e. CompAnalyst, Willis Towers Watson, Mercer Gartner IT, and Wamser Advancement), has UF participated and purchased these survey sources directly from the survey vendor or was the market data incorporated into the market composites and ultimately the salary structures developed by Sibson?

A: The market data was incorporated into a market composite. UF does not currently participate in the surveys but plans to participate in the future.

3. If UF was to implement a market pricing system today, which surveys would you load into the system? Can you provide a complete list of all survey vendors and respective surveys/modules purchased?

A: UF HR would load CUPA-HR, CompAnalyst, Willis Towers Watson, Mercer Gartner IT, and Wamser Advancement. UF plans to add surveys in the future depending on the needs of the institution. Additionally, UF is interested in commercially available surveys.

4. Does UF use performance ratings?

A: No

5. Does UF have formalized job descriptions? If so, are you using any technology to act as a repository and manage workflow with key stakeholders?

A: Yes. Job descriptions are maintained in PeopleSoft using an electronic workflow that allows units to create and modify job descriptions.

6. Is gender pay equity a priority at UF?

A: Yes

7. When market pricing, does UF place any emphasis on employee knowledge or specific skill?

A: Not currently but UF would be interested in recommendations or best practices that should be considered.

8. Does the UF Compensation team receive internal requests for singular position compensation summary reports?

A: Yes

Responses to Questions submitted for ITN20LD-134 HR Market Pricing Tool

9. Are there any current reports or visualizations the UF Compensation team runs manually today (i.e. comp-ratio, structure analysis, market trends)? If so, can you share a sample?
A: UFHR provides market information to Deans and Vice Presidents on an annual and adhoc basis which includes comp-ratio information. Examples shown below. In addition, UF is interested in additional recommendations.
10. It's mentioned in Section 4.0 (page 11) of the ITN, vendor proposals will become public record. Can you clarify the extent into which the proposal will be made public record? Posting our proprietary information, specifically pricing, names of current customers, data methodology, poses a threat to our strategy in our competitive landscape.
A. If UF receives a public records request for proposal responses, responses will be provided as required by law. Please see Section 4.2.18 regarding proprietary / trade secret information submitted in the proposal response.
11. Please clarify the number of proposal copies to be provided UF. It the below accurate?
A. One (1) individually bound "original" hardcopy with wet signature on the Certification of Proposal
B. One (1) "original" in PC compatible media with digital signature on the Certification of Proposal
C. Seven (7) individually bound "copies" in hardcopy format with a copy of the wet signature on the Certification of Proposal
A. The above is correct
12. Section 4.2.14 (page 16) states Vendors are required to use pen and ink to make any changes on the forms within the ITN. If we redline UF's terms and conditions (Page 18-29 of the ITN), we cannot agree to use pen and ink. Our Counsel will digitally redline and we will provide a hardcopy of the redlines in our response to UF. Is this acceptable?
A. UF would prefer to receive a list of the clauses which cause concern rather than a digital redline.
13. Can you please provide us a word version of your terms and conditions (Page 18-29 of the ITN)?
A. UF will provide a word version later in the process.
14. What is your current HRIS provider?
A: PeopleSoft
15. Would you like us to include pricing to strictly reflect the 10,000 staff members, or would you also like pricing for potentially adding the other 5,000 faculty members as well?
A: UF would like pricing for both.

Responses to questions submitted for ITN20LD-134 HR Market Pricing Tool

16. If we do become a selected vendor for completing demonstrations of our platform, will University of Florida be looking for any specific use cases?

A: Pricing and slotting jobs into UF's salary structure
Salary structure analysis such as the impact of market changes on the salary structure
Forecasting salary structure or salary increase proposals
Internal salary analysis such as internal equity.

17. Will accessibility of the platform remain within the HR/Compensation department, or do you anticipate that managers will seek access as well?

A: UF plans to provide access to key HR campus partners but does not anticipate granting managers access to the tool.

Market Compensation Detail Results:

VICEPRESIDENTFORBUSINESSAFFAIRS

Base Salary Comparison

	Public Peers Base Salary ² (N=X)	Private Peers Base Salary ² (N=X)	Combined Base Salary (n=X)
Vice President Name	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX
25th Percentile	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX
Median	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX
75th Percentile	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX
95th Percentile	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX
% to Median	XX%	XX%	XX%

Based on CUPA-HR Administrators Salary Survey. Market Data aged to August 20, 2019 using a 2.67% aging factor.

Institutions that Contributed Data

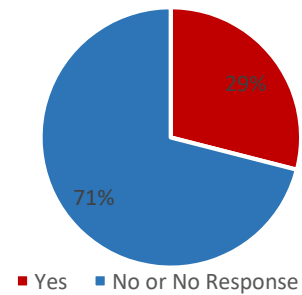
Public: Instituion1, Institution 2, ...

Private: Instituion1, Institution 2, ...

Supplemental Retirement Plan Prevalence³

Plan Type	% Responded "Yes"
457(b) employer contribution?	0%
457(f) employer contribution?	0%
Defined benefit restoration	0%

Performance Incentive Plan Prevalence³



¹Vice President for Business Affairs was matched to the Chief Facilities Officer with a 10% premium for additional responsibilities

²Source: CUPA-HR Executive Compensation and Benefits Survey

[Insert Unit] Market Data Overview

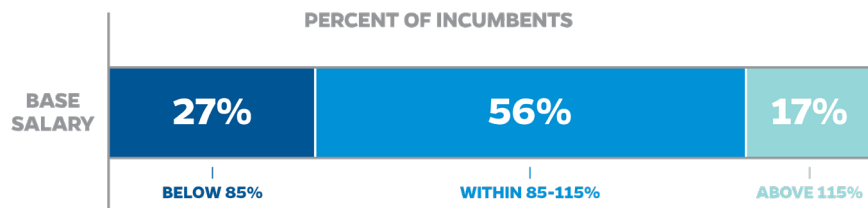
As part of UFHR's Strategic Commitment to design and implement a fair and competitive compensation strategy, UFHR engaged Sibson Consulting to conduct a competitive assessment of staff base salaries and develop a new salary structure for the University.

Through a series of working sessions, UFHR and Sibson benchmarked approximately 50-55% of jobs to multiple salary surveys, which covers 80-85% of incumbents. The market surveys included both higher education and private sector surveys in order to have a balanced view of the market. Surveys included the College and University Professional Association (CUPA), CompAnalyst, Towers Watson, Mercer IT and others.

KEY FINDINGS

The competitive assessment found that UF's aggregate compensation spend is XX% of the market median^{1,2}.

In addition, the assessment found that the majority (XX%) of incumbents fall within a competitive range of the market.



When factoring that 17% of incumbent base salaries are greater than 115% to market, approximately 73% of incumbent salaries are within a competitive range or leading the market.

SALARY STRUCTURE DESIGN

In partnership with Sibson, UFHR has designed a market-based salary structure that consists of 12 grades. Through a series of working sessions, jobs were mapped to multiple salary survey positions, based on job duties, in order to develop a market consensus. This enabled 499 jobs to be initially placed in grades based on the market median. The remaining non-benchmark jobs were slotted into grades using a job leveling tool.

The purpose of the structure is to provide employees and hiring managers with useful market-based salary information while supporting pay decisions. The salary structure will also increase transparency in pay decisions. The structure was designed to allow flexibility to adjust pay based on external market for individual jobs as well as an individual's skills, experience and performance.

Each grade consists of a lower market reference point, midpoint and upper market reference point.

¹ Data on this page and on the subsequent pages of this section consider benchmark jobs only. Results are subject to change after a census update.

² A geographic adjustment of 93% was applied to benchmarked positions at the Director level and below, reflecting Cost of Labor for Gainesville, FL.

DEANORVICE-PRESIDENTIALAREADATA

Based on the market assessment, UFHR benchmarked [XX]% of incumbents in [insert unit] and found the aggregate compensation spend of the unit was [XX]% of the market median.

In order to support this year's salary increase program, attached you will find incumbent level data for your area. These data include the following information:

- Employee Name
- Department
- Job Title
- FTE
- Annual Base Salary
- Annualized Base Salary
- Market Data
- Market Compa-Ratio
- Proposed Pay Grade
- Proposed Lower Market Reference Point, Midpoint, Upper Market Reference Point
- Pay Grade Compa-Ratio

For reference, below is a screen shot of the compensation information contained in the compensation file.

PROPOSED PAY GRADE INFORMATION						MARKET CONSENSUS DATA			
ANNUALIZED SALARY	PAY GRADE	LOWER REFERENCE POINT	MID POINT	UPPER REFERENCE POINT	COMPA-RATIO	MARKET 25TH PERCENTILE	MARKET 50TH PERCENTILE	MARKET 75TH PERCENTILE	MARKET RATIO
\$50,000	3	\$33,800	\$43,900	\$54,000	114%	\$37,344	\$42,337	\$47,447	118%
\$41,000	3	\$33,800	\$43,900	\$54,000	93%	\$37,344	\$42,337	\$47,447	97%
\$52,390	4	\$38,900	\$50,500	\$62,100	104%	\$39,309	\$44,565	\$49,944	118%
\$55,000	4	\$38,900	\$50,500	\$62,100	109%	\$41,274	\$46,793	\$52,441	118%
\$30,587	2	\$30,500	\$38,100	\$45,700	80%	\$32,620	\$36,200	\$39,974	84%
\$42,827	2	\$30,500	\$38,100	\$45,700	112%	\$32,620	\$36,200	\$39,974	118%
\$34,986	2	\$30,500	\$38,100	\$45,700	92%	\$32,620	\$36,200	\$39,974	97%
\$47,840	2	\$30,500	\$38,100	\$45,700	126%	\$36,612	\$40,601	\$44,710	118%

For each employee, we've provided the annualized base salary, paygrade assignment, proposed paygrade information, and market data for each benchmark position. For each benchmark position, we've calculated the market compa-ratio. The compa-ratio is calculated as the employee's currently salary divided by the market median. A compa-ratio of 100% indicated that the employee's base salary is at the market median.

For non-benchmark positions, market information is not available. However, we have provided a compa-ratio for each employee based on the mid-point of the proposed pay grade.

For ease, positions with a compa-ratio that is within the competitive range of plus- or minus-15% are shaded in green. Positions with compa-ratios less than 85% are highlighted in light blue. Positions with a compa-ratio greater than 115% to market are shaded in tan.

EVALUATING INDIVIDUAL COMPENSATION

A number of factors should be considered when reviewing and evaluating compensation, including:

- **Years of Experience**
- **Location**
- **Performance**
- **Department Budgets**
- **Job-Related Professional Accomplishments**
- **Job Duties and Responsibilities**
- **Education**
- **Market Factors in Relevant Labor Markets**
- **Job-Related Professional Certifications**

Many of the factors noted above are not easily quantified or are not readily available in an electronic format. As a result, managers often possess valuable insight into individual compensation decisions. When reviewing this report, please take into consideration factors that influence compensation decisions.

Employees should be paid within the range based on their skills, knowledge, experience and expected level of contributions to the University. Employees new to their role would typically be paid between the lower market reference point and the midpoint, and those with significant years of experience may be paid between the midpoint and the upper market reference point, depending on their contributions.

Additional guidance, including pay guidelines, will be made available in the coming months.

ADDITIONAL RESOURCES

UFHR provides high-level HR analytics to senior leadership and college/administrative unit human resource representatives online at <https://analytics.erp.ufl.edu/hr>. Information available includes:

- **Job Action Statistics (i.e., hires and terminations)**
- **Headcount/Demographics Data**
- **Age Breakdown**
- **Salary Breakdown**
- **DROP Analysis**

Many tools are updated nightly, while the salary breakdown and headcount tools are updated on a quarterly basis. Each tool includes the ability to drill down by senior vice president, college/division, department and unit.

A security role is required to access the tool, UF_N_HR_ANALYTICS_ALL, and your Department Security Administrator (DSA) can request the security role on your behalf.

More information about compensation at the University of Florida can be found at: <http://hr.ufl.edu/manager-resources/classification-compensation/>.

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² A geographic adjustment of 93% was applied to benchmarked positions at the Director level and below, reflecting Cost of Labor for Gainesville, FL.

ID	Name	Job Code	Job Title	FTE	Dept ID	Dean/Vice President	Department	College/Administrative Unit	Years in Position	Annualized Salary	Pay Grade	Pay Grade Information				Market Consensus Data			
												Lower Reference Point	Midpoint	Upper Reference Point	Compa-Ratio	Market 25th Percentile	Market 50th Percentile	Market 75th Percentile	Market-Ratio
123456789	Employee 1	003702	Administrative Spec III	1	23040300	Dean, College of Journalism & Communications	CJC-BRECHNER CENTER	COLLEGE-JOURNALISM / COMMUNICA	1	\$ 42,000	6	\$ 51,500	\$ 66,900	\$ 82,300	63%	\$ 55,722	\$ 64,654	\$ 71,582	65%
123456789	Employee 2	002009	Fiscal Assistant II	1	23040300	Dean, College of Journalism & Communications	CJC-BRECHNER CENTER	COLLEGE-JOURNALISM / COMMUNICA	1	\$ 38,002	2	\$ 30,500	\$ 38,100	\$ 45,700	100%	\$ 34,151	\$ 38,879	\$ 44,047	98%
123456789	Employee 3	003704	Administrative Support AST II	1	23010200	Dean, College of Journalism & Communications	CJC-GRADUATE STUDIES / RESEARC	COLLEGE-JOURNALISM / COMMUNICA	5	\$ 51,221	3	\$ 33,800	\$ 43,900	\$ 54,000	117%	\$ 36,612	\$ 40,601	\$ 44,710	126%