

ATTACHMENT 7 SCOPE OF WORK (Appendix A-1 of Agreement)

The Court seeks the services of a consultant with experience in the public sector to conduct a comprehensive, court-wide classification and compensation study. The consultant is expected to understand the general business environment and procedures of the Court, as well as the future trends in comparable organizations. The study will encompass 38 of the Court's classifications.

1. Classification Study

- a. Meet with Human Resources and designated Court management to discuss scope of study and identify issues.
- b. Provide a comprehensive evaluation of every job classification within the Court to determine comparable value within the organization for internal equity and to establish pay ranges. Classification specifications include but are not limited to the following:
 - i. General Purpose.
 - ii. Distinguishing characteristics.
 - iii. Examples of Essential Duties.
 - iv. Required and/or desired knowledge and skills, education, experience, and certifications.
 - v. License, certifications, driving requirements, and physical requirements in compliance with the Americans with Disabilities Act.
 - vi. Working environments and/or conditions.
- c. Provide recommendations to create, eliminate or modify existing classifications and specifications to ensure titles and classifications align with other comparable agencies, as necessary.
- d. Provide a work plan and project timeline to accomplish tasks.
- e. Provide electronic documents acceptable to the Court for gathering job duties from incumbents and supervisory review of responses.
- f. Conduct desk audits, supervisor/manager interviews and other research necessary to identify and understand duties of positions being studied.
- g. Confirm desk audit findings through interviews with appropriate superiors, in designated departments.
- h. Apply generally accepted job analysis techniques and develop position allocation recommendations.
- i. Allocate all employees included within the scope of the study to an appropriate job title, job class and with appropriate exempt and non-exempt designation.
- j. Meet with Human Resources, managers, supervisors, and incumbents as necessary to finalize study recommendations and gain acceptance of study results.
- k. Analyze completed questionnaires and audit information based on accepted standards for position allocation, evaluate and recommend allocation of positions.
- l. Prepare a written report summarizing the duties performed, the basis for position classification, salary survey findings and analysis, and study recommendations.
- m. Participate in court-wide written and/or oral communications on study results.

2. Compensation Study

- a. Conduct a full compensation survey of comparable jurisdictions, comparable local organization, considering region, types of services provided and number of employees, complete with recommendations for cost of implementation. Analysis should consider:
 - i. Base salary.
 - ii. Retirement plan.
 - iii. Court sponsored benefits applicable to each unit: medical, dental, vision, long-term disability, life and accidental death insurances.
 - iv. Cost of Living Index.
- b. Analyze and recommend changes to the present compensation structure to meet market analysis.
- c. Review and recommend updates to the salary ranges/salary step scales (as applicable) and range placement for each classification based on market study and internal analysis. Propose compensation structure and method of moving through the ranges. Recommendations should also consider compaction impacts of the California Minimum Wage.
- d. All recommendations must include an analysis of implementation costs and present salary data in spreadsheets with appropriate salary recommendations and options.
- e. Prepare and provide electronic draft of compensation reports for Human Resources to review, comment, and approve.
- f. Verify, research, and resolve concerns from draft compensation reports.
- g. Provide final compensation reports to Human Resources.
- h. Present findings to Human Resources and management staff.
- i. Assist in developing implementation and/or related communication plans.

3. Appeals Process

- a. The consultant will propose a review/appeal process to find resolution to classification-compensation related disputes.
- b. The consultant will provide an evaluative written response for each appeal, up to a maximum of thirty (30) appeals.

4. Communications

- a. The consultant will facilitate an initial meeting to plan the implementation strategy with the Court project manager(s) to discuss data collection methods, project plan, timeline, and deadlines.
- b. The consultant will conduct orientations with employees and employee association representatives and briefing session(s) with managers and supervisors as needed throughout the study.
- c. The consultant will provide bi-weekly status updates to the Court project manager(s) outlining the following information:
 - i. The specific accomplishments achieved during the reporting period.
 - ii. Specific tasks completed pursuant to the provisions of the contract and the completion of such tasks.
 - iii. The project completion dates for the remaining specific tasks required by the Consultant.
 - iv. Any project component, activity, or problem that could result in a delay of the project.

- v. Any current or future changes in project personnel or their assignments.
- vi. Delays caused by Court personnel.
- d. Benchmarks of project completion are measured by the following deliverables:
 - i. Completion of all necessary department and employee interviews.
 - ii. Results of data gathering phase.
 - iii. Draft of preliminary finding and recommendations.
 - iv. Final report of findings and recommendations.

5. Desired outcomes for both studies:

- a. The consultant will review the current classification specifications to ensure appropriate alignment with business needs and recommend changes to the classification specifications. This may include revising or eliminating existing classification specifications and/or drafting new classifications specifications.
- b. Once the job analyses and classification recommendations are completed, the consultant will conduct a comprehensive review of the compensation ranges to ensure both external competitiveness and internal equity.
- c. Consultant will recommend salary ranges for base pay for each classification along with a proposed rationale or strategy for placing individual positions within salary range. The consultant will also provide total compensation statements for each position.