traditional model where the consultant performs the bulk of the work in isolation, this partnership will involve shared analysis and leveraging the County's internal expertise. The Contractor will be responsible for conducting comparative market analyses against public and private sector metrics and providing technical guidance to update or replace the County's QES protocol.

The primary goal is to modernize the classification and compensation plans to reflect the evolving nature of work and the County's operational needs, ensuring a clear pay philosophy that includes alternative educational and experiential qualifications and optimized career progression. While the project will be conducted in multiple phases over several years and unless otherwise determined, the County will prioritize **Health & Human Services** and **Uniformed Public Safety** for the initial phase of review and implementation.

The collaborative study will encompass the following 11 established job families:

- Administrative and Clerical
- Civilian Public Safety and Animal Services
- Culture, Recreation and Libraries
- Finance and Business
- General Government
- Health and Human Services
- Inspection and Compliance, Including Environment
- Public Works Operations
- Purchasing, Retail, Supply and Warehousing
- Trades and Facilities Maintenance
- Uniformed Public Safety

Organizations with specific experience in these areas and a proven track record of delivering work within a unionized environment are highly preferred.

General information about the County's classification program can be found at the following link: Classification (montgomerycountymd.gov)

The County's current classification plan can be found at the following link: Classification Plan (montgomerycountymd.gov)

The County's current class plan and salary schedule coding system can be found at the following link:

https://assets.montgomerycountymd.gov/files/2026-04/MCGClass_Plan_and_Salary_Schedule_Coding_System_Explanation_autotag.pdf

SECTION 2. SCOPE OF WORK

2.1. Service Requirements

The selected Contractor will provide services segmented into phases based on the County's 11 job families that the County has established. This project is a collaborative partnership with the County assigning the Contractor to provide technical expertise and market data, while the County works alongside the Contractor to perform the analysis for each study. The County intends to prioritize each study phase by job family, and will include, but not be limited to, the following:

2.1.1. Conduct joint informational sessions for managers, leaders, employee groups, and other stakeholders to commence each phase of the study.

2.1.2. Collaborate with County staff to review and collect existing job classifications and incumbent job descriptions.

2.1.3. Lead and/or support interviews with employees, managers, supervisors, and other leaders to gather operational insights.

2.1.4. Partner with the County to actively review, document, and assess work required and performed, pursuing all evidentiary pathways to confirm requirements and products.

2.1.5. Conduct comprehensive analysis of work-based knowledge, skills, capabilities in comparison to similarly situated public sector organizations to discern core functions current and appropriate to each job family and job classification.

2.1.6. Jointly review educational, certification, and licensing requirements to develop clear and attainable options for alternative or experiential requirements to meet minimum qualifications.

2.1.7. Perform a comparative analysis of associated pay schedules and compensation structures against similarly situated organizations to ensure market competitiveness.

2.1.8. Deliver actionable recommendations and implementation plans, derived from joint research and Contractor-led data analysis, to reform current classification and compensation programs (including updated pay schedules).

2.1.9. Ensure the new classification and pay programs consider and consolidate similarly situated position classifications in terms of complexity, responsibilities, knowledge, skills, and abilities that perform similar work to offer a broader set of job families that also includes entry level and intern-based opportunities.

2.1.10. Design a compensation pay structure that comports with the appropriate job classifications and ensures County employees' salaries are commensurate with assigned duties and accounts for salary on hire, wage progression, and longevity while remaining competitive in the local labor market.

2.1.11. Identify and define suggested operational changes to ensure the Office of Human Resources (OHR) is equipped with adequate resources and staffing to properly administer the proposed changes.

2.1.12. Provide detailed guidance and timelines for implementation, including a maintenance plan for each job family and comprehensive training for County staff on the administration of the revised structures.

2.1.13. Provide detailed updates and briefings to County officials and other stakeholders at regular intervals throughout the partnership.

2.1.14. The County may elect to continue services under the contract(s) after the studies, to assist the County with implementation of the classification and compensation programs.

2.2. Contractor Qualifications

2.2.1. The Contractor selected under this RFP must demonstrate the ability to work in a collaborative, side-by-side capacity with County staff, providing technical expertise and high-level data analysis to support the County's internal review of its 11 established job families.

2.2.2. The Contractor must have a minimum of five (5) years of experience conducting classification and compensation studies of similar size, nature, and complexity for large governmental entities.

2.2.3. The Contractor must have extensive experience working with County or local government organizations. They must possess a deep understanding of collective

bargaining agreements, grievance procedures, and the nuances of maintaining positive, transparent relationships with union representatives.

2.2.4. The Contractor must be well-versed in local, state, and federal laws and regulations specifically related to public sector employment and compensation, including compliance with equal pay standards.

2.2.5. The Contractor must utilize modern technology and sophisticated data analysis tools to ensure accuracy, transparency, and efficiency in completing each classification study.

2.2.6. The Contractor must demonstrate robust, reviewable, and adaptable methodologies for data collection (surveys, interviews, and job evaluations) that can be integrated with the County's internal processes.

2.2.7. The Contractor must provide a list of references from previous county or local government clients for whom they have performed similar studies, specifically highlighting and describing the outcomes of projects where they worked in a **partnership or co-analysis model** rather than as a standalone provider.

2.2.8. The Contractor must maintain sufficient and consistent staffing levels including dedicated project management staff to ensure continuity through the completion of each multi-year phase of the project.

2.2.9. The Contractor must demonstrate the capacity and capability to perform all work requirements through the submission of professional references and sample work products (e.g., pay philosophy statements, market analysis reports, or implementation timelines).

2.2.10. The Contractor must demonstrate specific expertise in analyzing **Uniformed Public Safety** and **Health & Human Services** job families, as these are the County's primary priorities for the initial implementation of this critical project.

2.3. Contractor's Responsibilities

The selected Contractor shall serve as a technical partner to the County, providing the professional expertise, data analytics, and project management framework necessary to successfully update the Classification Plan and Compensation structures for the 11 identified job families.

2.3.1. Offerors must provide a detailed overview of their proposed collaborative approach. This must specifically outline how the Contractor will work alongside County staff to analyze the 11 established job families, ensuring a partnership model rather than a traditional independent consultancy.

2.3.2. The County is seeking a Contractor that will apply industry-leading best practices to modernize the County's Classification Plan and Compensation program.

2.3.3. Offerors must demonstrate a clear understanding of the County's desired end results, including the update of the QES protocol, the creation of a comprehensive pay philosophy, and the optimization of career progression pathways.

2.3.4. The selected Contractor must provide robust project management and cost control solutions to ensure full visibility throughout the multi-year, multi-phase timeline. Technical proposals must outline the specific project management tools and cost controls to be utilized, including the following minimum practices:

2.3.4.1. Monthly Progress Reports: The Contractor is responsible for providing real-time visibility to the County's Project Manager regarding the progress of all tasks. This includes tracking the collaborative efforts for each job family study. Periodic briefings and updates may be requested at other intervals as agreed upon.

2.3.4.2. Status Summaries: Monthly reports will be provided to the County's Project Manager identifying the percentage of work completed, provide a brief status summary for each task (indicating if the task is on track or behind schedule), and outline expected progress for the upcoming month.

2.3.4.3. Project Timeline, Key Milestones Tracking: The Contractor shall track all project tasks to ensure the phased study of all 11 job families is completed within the required timeline. Any potential delays impacting key milestones must be communicated to the County's Project Manager within 48 hours of discovery.

2.3.4.4. Assumptions and Changes in Project Cost: If the Contractor encounters material changes in requirements that would impact the estimated project ceiling, delay milestones, or shift the final completion date, the Contractor must notify the County's Project Manager in writing within 48 hours of discovering the change.

2.4. Reports and Deliverables

2.4.1. The following section outlines the deliverables and reporting structure required of the selected Contractor. As this project is a collaborative partnership, deliverables must reflect the joint analysis conducted by the Contractor and County staff. All deliverables must be presented in both printed and electronic formats. Final versions must be submitted as locked PDFs, while draft documents should be submitted in Microsoft Word to allow for County review and collaborative editing. All work products must be encrypted and submitted via a secure server identified by the County.

2.4.1.1. Classification Study: Tasks will be signed off as completed by the County's Project Manager. Monthly progress reports will reflect the percent (%) complete of each task.

Task #1: Jointly review the County's QES to determine efficacy; collaboratively develop Job Analysis Questionnaire and Quantitative Evaluation System Tools.

Task #2 Collaborative review of the existing Classification Program for all 11 job families.

Task #3: Conduct Market Analysis (Public and Private sectors), including comparable jurisdictions and local labor market conditions.

Task #4: Facilitate recurring strategy and working sessions with OHR staff.

Task #5: Jointly conduct interviews with County Leaders and Employees to validate job functions.

Task #6: Design a Revised Job Classification Program organized by the 11 established job families.

Task #7: Design a Comprehensive Career Progression Planning Program (Paths/Ladders).

Task #8: Develop Training and Maintenance Materials for OHR and Departmental use.

Task #9: Present results and recommendations to OHR, unions and identified stakeholders, as requested.

Task #10: Present to County Executive and senior officials, and County Council, as requested.

2.4.1.2. Compensation Study: Tasks will be signed off as completed by the County's Project Manager. Monthly progress reports will reflect the percent (%) complete of each task.
Task #1: Collaborative Review of the Existing Compensation Program.
Task #2: Develop a Formal County-wide Compensation Philosophy.
Task #3: Public Sector Market Analysis, including comparable jurisdictions and local market conditions.
Task #4: Design a Revised County Compensation Plan organized by job family.
Task #5: Develop Compensation Administration Training Materials.
Task #6: Present results and recommendations to OHR and identified stakeholders, as requested.
Task #7: Present to County Executive and senior officials, and County Council, as requested.

2.4.1.3. Reports

2.4.1.3.1. Final reports will be submitted for each job family, first as a Draft to the County and then a final version will be delivered to the County. See details below for structure of the report. A draft version of the final report will be delivered no later than eleven (11) months of the start of work on the project. Final Versions of the Report will be delivered once review and comments have been provided by the Office of Human Resources.

2.4.1.3.2. Final & Draft Reports with Subsections Structure Identified
#1. Executive Summary and Actionable Recommendations: Submit an electronic final draft report of actionable recommendations, including discussion of methods, techniques, and data used to develop the Classification Plan and Compensation structure and present same to the County.

#2. Revised Job Classification Program
2.a Proposed New County-based Classification and Compensation Report
2.b Review of the EEO Job Classification Structure and recommended changes
2.c Review of FLSA designations for revised classifications
2.d Overview of County Job Specific Changes
2.e New Career Progress Planning Program
2.f New Classification Plan Training Materials

#3. Revised County Compensation Plan
3.a Salary Relationship Analysis Tool
3.b Pay Compensation Analysis Report
3.c Changes Overview Report
3.d Changes in Regulations, Policies, and Operations
3.e New Employee Compensation Training Materials
3.f Market Salary Survey Data (Raw and Analyzed)

#4. Revised Merit Employee Evaluation System
4.a Proposed New Merit Employee Evaluation System