Request for Proposals for
Non-Union
Employee Compensation Study RFP # 1125-1
Questions and Answers

December 5, 2025

Proposers are reminded to review all posted addendums.

Q1. Has the library ever performed a non-union employee compensation study? If so, when.

A1. Yes. In 2018 the Library completed a compensation and benefits study and in 2023 the Library completed a compensation study.

Q2. When is the last time the job descriptions related to this study prepared or refreshed?

A2. The Library updates job descriptions on a as needed basis. As per the RFP, the Successful Proposer to review all non-union employee job descriptions and make recommendations for new job descriptions or updates to existing job descriptions according to the function each employee performs compared to his or her stated job description.

Q3. When was the last update to the grade system made?

A3. See answer to question 1.

Q4. What payroll system does the library use and is employee and payroll data available in Excel format?

A4. The Library's Payroll and Human Resources Information System is in SAP and data can be extracted to Excel.

Q5. The RFP states there are 114 non-union employees and the study is capped at 100 employees. Is this correct?

A5. The Library has 114 non-union employees and up to 100 unique non-union job descriptions. Some employees have the same job title.

Q6. Out of the total amount of employees in the study, how many position titles are included in the study?

A6. See answer to question 5.

Q7. The list of benefits/leave does not include Short-term Disability (DBL) and Paid Family Leave (PFL). Is this correct?

A7. The Library offers these benefits. This RFP is a compensation study. As per the RFP, a review of benefits is limited to the President and CEO. See RFP section, V. Scope of Services.

Q8. There are other mandated leaves such as Pre-natal leave, Emergency Responders, Blood Donation, Bone Marrow Donation, etc. Do you want us to include all mandated leaves?

A8. See answer to question 7.

Q9. Please confirm the scope does not include:

- Developing a compensation philosophy
- Implementation of changes made (only providing recommendations)
- Managerial training

A9. Proposer to review the RFP with specific attention to RFP section, V. Scope of Services. The Library believes that the requirements are clearly stated and are synonymous with "philosophy." It is the Library's responsibility to determine if any implementation is required. Managerial training is not part of the scope of services.

Q10. What is driving the need for change? Why now?

A10. This question seeks information that is not required to submit a responsive proposal.

Q11. What is the rationale for conducting this study over a two to three-year period? When does the Library anticipate starting the study?

A11. The Library is anticipating the study to be completed in 2026. The contract period will be for 2 years with 3 one year options for any additional consulting requests that may arise.

Q12. How will the Library define success at the end of the project? (e.g., specific KPIs or outcomes expected)

A12. Proposer to review the RFP with specific attention to the Scope of Services. The Successful Proposer to complete the work to the satisfaction of the Library.

The Library defines success as satisfactory completion of the scope of work as deemed by the Library.

Q13. What are some of the talent challenges i.e., attraction and retention the Library is facing?

A13. The Library seeks to remain competitive in attracting quality candidates for vacant positions.

Q14. Are there any critical milestone dates or hard deadlines the consultant should plan around?

A14. No. Proposer to review the RFP with special attention to the Scope of Services.

Q15. What governance structure and decision rights will be in place (steering committee, executive sponsors, and their expected availability)?

A15. The Successful Proposer primary point of contact during the performance of the contract will be the Library's Vice President of Human Resources

Q16. Does the Library have a job architecture / job levels in place? Is there criteria around what is the expectation at each level / grade?

A16. The Library has salary levels for non-union positions. The expectation is that the staff in each position performs their duties satisfactorily.

Q17. The RFP mentions reviewing and updating non-employee job descriptions. Is the intent for the Consultant to conduct a desk audit, interviews, and questionnaires to gather information on actual duties?

A17. The Library is seeking an experienced and qualified firm to perform the requested services. Proposers should detail in their proposal their methods of performing such services. Such methods could be as described in the question.

Q18. What compensation studies / surveys does the Library participate in and/or purchase?

A18. The Library purchases an annual membership for the Economic Resource Institute's job description and salary database.

Q19. The RFP speaks about maximizing total compensation – is the work to include an analysis of benefits as well as cash compensation?

A19. Proposer to review the RFP, with specific attention to the Scope of Services. This RFP is only for a compensation study of non-union positions except for the President and CEO, which would be a compensation and benefits study.

Q20. The RFP mentions an objective to improve employee satisfaction. Is the Library interested in the consultant providing support for employee sensing / satisfaction, such as conducting an employee engagement survey?

A20. The RFP does not state improving employee satisfaction. The RFP does state, "Maintain employee satisfaction by providing a competitive compensation program that will enable the Library to attract, hire and retain high quality employees."

The RFP does not request an employee engagement study. However, the Library is seeking an experienced and qualified firm to perform the scope of services. Proposer to detail in its proposal how it intends to perform such services which may include the ideas presented in the question.

Q21. The RFP mentions an objective to enhance pay for performance. Is the Library interested in the consultant providing support in the review of current practices, development of new practices around pay-for-performance in the non-profit sector?

A21. Proposer to review the RFP with specific attention to RFP section, V. Scope of Services, especially Numbers 7 and 8 of the study criteria.

Q22. What compensation information is currently accessible and communicated to employees and managers (e.g., base salary, etc.)? Are people managers equipped/trained to discuss compensation with direct reports?

A22. All employees receive a Wage Theft Prevention Act (WTPA) form when hired. Letters are sent to employees when promoted. HRD collaborates with managers to have discussions about compensation with direct reports.

Q23. Does the Library need support with change management / communication on the new compensation program?

A23. The Library has not made this determination yet. The Library may request the successful proposer to perform such services at the hourly rates.

Q24. While much of our work will offer insights into pay levels and market practices, the FLSA classification is a legal determination. The consultant (we) does not provide legal advice. Would submissions that omit legal FLSA classifications be acceptable?

A24. The Successful Proposer should be able to perform an FLSA risk assessment of all positions.

Q25. Is the CEO the only executive considered disqualified? Will the consultant be retained by the Board/Committee or management to do the work? Is there an existing peer group that is approved and used by the Board for executive compensation review?

A25. Proposer to review the RFP. There is no disqualification of the CEO. Also, see answer to question 15.

Q26. In reviewing 990 there are several executives with comparable compensation as the CEO. Is just the CEO compensation reviewed and considered by the Board? Does the Board plan to establish a safe harbor provision to comply with IRS Section 4958?

A26. This question seeks information that is not required to submit a responsive proposal. Also, see answer to question 25.

Q27. Is there a target budget range or budget constraint vendors should be aware of?

A27. This question seeks information that is not required to submit a responsive proposal.

Q28. We are reviewing the RFP materials and the provided Questions and Answers for the Employee Compensation Study RFP and have a question to clarify with you.

There is a response to a question regarding the number of employees included in the study, but we are interested in the number of unique job titles included in the study. Can you please clarify that number?

A28. The number of unique job descriptions is up to 100.

Q29. We have noticed that the Pricing Form/Sheet differs slightly from the RFP. The RFP said "Items 1-10 to be performed at a lump sum. Item 11 to have separate pricing. Firms to provide refresh pricing to be performed within a three-year period of completion of the initial study. All other services to be performed at hourly rates. Proposers to use the Library's Form# 6 - Pricing sheet and submit in Excel format, not a PDF or other format of the spreadsheet."

However, the scope of services on the Pricing Form appears in a different order than in the RFP. This is fine except for Item 11. On the Pricing Form it says "Review and make recommendations for salary ranges on a bi-annual (every two years) basis." But in RFP, item 11 is ("Recommend an Executive Compensation and Benefits Policy for the President and CEO position". There is a separate spot on the pricing form for separate pricing.

Could you please confirm if it is acceptable to update the relevant cell in the Pricing Form to exactly match the RFP for item 11 (to disclose the separate fees)?

A29. See Addendum 1. The updated pricing sheet must be used in proposal, failure to do so may result in the proposal being disqualified.

Q30. Could you please confirm the project's anticipated start date, whether it is flexible, and when final results are expected by the Library?

A30. See answer to question 11.

Q31. Is there a desire to conduct a full pay equity study on the basis of ethnicity, gender, race, etc.?

A31. No.

Q32. Does the Library anticipate the use of position description questionnaires to collect job information?

A32. See answer to question 17.

Q33. Does the Library currently utilize a job evaluation system to maintain internal equity? If not, is the Library interested in implementing one?

A33. The Library does utilize a job evaluation system to maintain internal equity but please also see the Section V, Scope of Services, #5.

Q34. Should recommendations include cost impact analysis for proposed changes?

A34. The Library has not made this determination yet. The Library may request the successful proposer to perform such services at the hourly rates.

Q35. Does the Library want the consultant to provide assistance with implementation?

A35. The Library has not made this determination yet. The Library may request the successful proposer to perform such services at the hourly rates.

Q36. Per the RFP, the Library is requesting financial documents, our Firm considers these documents confidential. Will it be acceptable for us to send the documents via email in a password protected file? If so, please provide an email address to send the files and phone number for the contact person, to enable us to call and leave a message with the password.

A36. Proposer to submit all the required documentation in its submission. As per the RFP:

> Firms shall indicate in their submissions what information, if any, is proprietary and confidential.
>
> Firms are hereby advised that the Library is subject to the New York State Freedom of Information Law ("FOIL"). Material marked "Confidential and Proprietary" will be treated as such to the extent with the Library's obligations under FOIL or any other applicable laws, rules or regulations, and will not otherwise be disclosed by the Library except as necessary for the evaluation of submissions.

Q37. Has the Library established a budget for this project? If so, will that amount be shared with bidders?

A37. See answer to question 7.

Q38. Are any of the 5 positions with benefits or 465 hourly rate employees included in this study? How many positions are included in this group? How many are the same as the equivalent full-time positions?

A38. Proposer to review the RFP including the Scope of Services. This is a compensation for non-union employees. It is not for the five part-time employees and the 465 hourly rate employees.

Q39. Which consulting firm or consultants conducted the study in 2021?

A39. This question seeks information that is not required to submit a responsive proposal.

Q40. To the goal of enhancing the pay for performance program (#5, p 5) – is the library looking for an update of the program? An overhaul? Are there particular issues in the program that you would like reviewed and updated? What are they?

A40. The Library is seeking and experienced and qualified firm to complete the study as provided in the Scope of Services. Proposer to detail in its proposal on how it plans to complete the Scope of Work including the Library's goals.

Q41. The Library reserves the right to conduct a site survey of the proposer's proposed solution – page 11 – what does this mean?

A41. For the RFP, the Library does not anticipate exercising its right to a site survey.

Q42. Is there an established project timeline? Specifically, are there any key milestones or hard deadlines the Library anticipates from the start through the completion of the compensation study?

A42. See answer to question 11.

Q43. Please clarify if the library is seeking market data on base salaries, as well as total compensation by position.

A43. Proposer to review the updated RFP and any addendums. The Successful Proposer have the experience and qualifications to perform the Scope of Services items 1-11.

Q44. In addition to market competitiveness for both base salary and total comp (inclusive of the annual value of all benefits and perquisites relative to the external market) for the Pres, is the library seeking information regarding the elements of total compensation and recommendations for items that might be considered for the Pres's total compensation package? (e.g. prevalence and levels of incentive pay, deferred compensation, allowances etc.)

A44. Yes.

Q45. What is the desired timeline for completing these studies? Is there a desired implementation date or an upcoming committee meeting at which the findings would be presented?

A45. See answer to question 11.

Q46. Are job descriptions for non-union positions generally reflective of current duties and structures? Are there known gaps with any current job descriptions? While all job descriptions are in scope for review, how many would you see are higher priority or have significant gaps to current employee duties?

A46. Proposer to review the revised RFP and the Scope of Services. The Successful Proposer to review up to 100 full-time non-union employees job descriptions.

Q47. How many non-union positions are considered higher priority focus areas for the FLSA review?

A47. As stated in the RFP proposer to conduct FLSA exempt/non-exempt review and analysis of all full-time positions.

Q48. Is the benefits study requested for the President & CEO solely for the value of total remuneration for IRS purposes or are you looking for a more detailed benefits study for plan design?

A48. The Scope of Services does not limit the benefits study for the President & CEO as the value of renumeration for IRS purposes.

Q49. Will the Library elaborate on any current concerns related to pay compression between union and non-union employees?

A49. This question seeks information that is not required to submit a responsive proposal.

Q50. The RFP notes two different figures for the number of full-time non-union employees (100 on page 5 and 114 on page 4). Could the Library clarify the accurate headcount for this employee group?

A50. Please see the revised RFP and posted addendum(s).

Q51. Are there existing concerns regarding pay equity among employees within the same titles or classifications that the Library would like the compensation study to address?

A51. Please review Section V, Scope of Services.

Q52. The RFP requests "refresh pricing to be performed within a three-year period of completion of the initial study." Is the Library seeking pricing for the initial compensation study only, or for both the initial study and a subsequent refresh two to three years later?

A52. The Successful Proposer shall be able to fulfill all the requirements of the RFP at the direction of the Library.

Q53. The scope references the Library's goal of ensuring internal equity. Should the internal equity analysis include demographic considerations such as race and gender, or is the analysis intended to focus solely on job-related factors?

A53. The analysis is solely on job-related factors.

Q54. What process or method does the Library use currently to assign compensation ranges or pay grades?

A54. The Library has a salary scale with 11 pay grades and assigned compensation ranges for each pay grade.

Q55. What work has been done to date, if any, on the review of FLSA exception for the non-union full-time roles? What has changed, if anything, since the last review?

A55. The Library performs a regular and consistent FLSA review of non-union positions.

Q56. Does the Library currently have a policy or policies related to salary adjustments for promotions?

A56. Yes.

Q57. Does the Library currently have a policy or policies that address setting compensation for new hires?

A57. Yes.

Q58. Has the Library worked with a consultant/vendor on similar compensation analysis or compensation structures/planning within the last 5 years? If so, what firm or firms?

A58. This question seeks information that is not required to submit a responsive proposal.

Q59. Will the Library please consider extending the due date by a minimum of 1 week to allow for ample time between responses to questions and proposal submission?

A59. Proposer to review the revised RFP and any posted addendum(s).