



Market Compensation Analysis for UT-System RFP #3877044 Addendum #1

Bid Extension:

The Market Compensation RFP deadline has been extended through May 7th at 12:00 PM ET.

Questions and Answers:

1. Is the University looking to benchmark only base salaries or would you like to include benefits as well? **Base salary only**
2. Have the “comparable public higher education institutions within and outside the state of Tennessee” already been defined or would you require the consultant to define those groups? If so, do you expect a separate group for each of the 5 campuses as well as the system? Do you expect separate groups for faculty and staff? **We do currently have board approved peers, but we would also like the vendor to identify additional comparators based on size, operating expense, student and faculty population, etc. the groups for each campus can be the same but the group from campus to campus will be different due to the size of each campus.**
3. What surveys do the system and/or campuses use today (or have used in the past) to benchmark compensation? **We have used CUPA and CompAnalyst data, compdata for benchmarking. We intend to add more surveys in the coming years so additional surveys used in this process are encouraged so that we can continue to build our survey data.**
4. How current and accurate are the staff job descriptions? Would you like to include a staff job description update as part of the work? **We do not need this for this specific project, we updated the job descriptions in 2020 and continue to revise on an annual basis.**
5. When you speak to the request to “identify potential pay compression and equity issues and provide potential solutions,” would you like to perform a multiple regression-based pay equity study? Please expand on your needs and expectations in this area. **We would like to see potential equity concerns across job classifications (gender/race). We would also like to understand the potential impacts on higher level jobs when we raise our minimum hiring range. How are employees impacted in professional roles when clerical roles are raised?**
6. To what extent do you expect to engage each campus’ community in the work? For example, when conducting a faculty market study, we typically work with a faculty advisory committee. Do you expect this to be case? Or is the involvement to be limited to HR and academic affairs of each campus? **We certainly will involve the campus community in this study and welcome collaboration from the faculty representatives as much as they are willing to participate.**
7. What role do you expect the selected firm to play in communicating out the results? **Initial communication to the committee and to the executive leadership team. It would also be**



helpful to have assistance with the development of broader communication that will be delivered by UT committee members.

8. **Section B. 1. Proposal Submission:** The RFP indicates to include our responses directly in the provided Word document. As we started to respond to the RFP and populate the questions, we are encountering difficulty with our standard formatting and graphics placed into the parameters of the provided Word shell. Will it be acceptable to copy and paste the required questions in the same order into our own template so we can more easily present our response? **Yes, this is acceptable.**
9. **Section D: Cost Proposal Document:** Should we include a separate cost for the system office staff jobs? **We would prefer substantially standard pricing between System and UT-Knoxville.**
10. Please provide counts of the number of incumbents for faculty, for staff, and the number of unique staff jobs (all three categories split out) for each of the following:

	Chattanooga	IPS	UTIA	Knoxville	Martin	Memphis	Space Institute	UT System	UT Southern	Grand Total
Faculty - 12 month	111		258	268	33	1614			7	2291
Faculty - 9 month	450		21	1538	255	12	9		48	2333
Staff:Exec/Admin	184	8	51	528	70	146	11	78	15	1091
Staff:Hourly	344	32	675	1844	297	1054	38	48	39	4371
Staff:Professional	354	145	678	1902	163	516	28	186	40	4012
System President								1		1
Grand Total	1443	185	1683	6080	818	3342	86	313	149	14099

11. The proposal did not mention providing the proposed approach and project steps for the project. Does the University want the consultant to provide their proposed approach/methodology for conducting the analysis? If so, does it need to be inserted in the technical proposal section of the Word Document or can it be provided as an appendix to the word document or in a separate file? **Yes, please include approach/methodology in technical section**
12. What components of compensation should be analyzed in the study? (e.g., base salary, benefits, other) **base salary (this was also on the last questionnaire)**
13. Will executives be included in the study? **Yes from both system and campus**
14. Excluding Faculty, how many total unique positions will be included in the study? – Total for the entire UT system and broken down by campus, if possible. (UT Knoxville, UT Chattanooga, UT Martin, UT Southern, UT Health Science Center) **table included on previous email**



15. How many different faculty disciplines does the University have? **112 unique disciplines (attached is a list)**
16. Can the University provide a list of all of the unique staff positions at each campus?
17. Can the University provide a list of all of the unique Faculty positions at each campus (rank and discipline)? **Included in the attachment and rank in previous table**
18. How many total Staff employees will be included in the study? **Included in previous table**
19. How many total Faculty employees will be included in the study? **Included in previous table**
20. Does the University have job descriptions for all positions? **yes**
21. How consistent are job descriptions across campuses? For example, does the UT System have one job description for an Academic Advisor that is used by all campuses or does each campus maintain and create job documentation independently? **We have job descriptions that are shared across the system. Each position has a unique position description that is reviewed and classified into one of the share job descriptions.**
22. Are job descriptions generally up to date? **Yes and can be viewed on our website <https://hr.tennessee.edu/job-families/>**
23. Is there a need to distribute a job analysis questionnaire to employees or certain groups of employees to collect current job duties and responsibilities? **no**
24. What is the University's current process for establishing salary ranges for its positions? **We use market data to establish broad range and salaries are determined by evaluating education/experience as well as budget availability and equity among similar roles.**
25. Does the University currently have any job architecture in place for staff positions? If not, would the University like the project to include job architecture? **We do have this in place and do not need this included in the project**
26. Who from the University will be a part of the University's project team? **We will have compensation professionals from across the system working directly on this project.**
27. Will the UT System dictate direction and compensation philosophy across all campuses or will each campus make decisions independently? **System provides structure and philosophy and campus builds procedures within framework.**
28. Does the University plan to conduct the compensation study for all campuses as one large study or does the University desire to break the project down into pieces, one campus at a time, or even smaller increments? **One large project**
29. To what extent is the University comfortable with virtual meetings? **We use virtual platforms for regular meetings and we are very comfortable with this method.**
30. Which stakeholders (besides the project team) does the University expect the Vendor to meet with throughout the project and in what capacity? (e.g., executive team, board of



trustees, employee groups, other) CFO, CHRO for charge and significant milestones.
Executive team for final results, employee groups as necessary for project.

31. Does the University (and each campus) currently have salary ranges for all staff positions and Faculty? **yes**
 - a. If so, are the same salary structures utilized for all campuses? **yes**
32. Does the University currently subscribe to/purchase an salary surveys? If so, which surveys?
Answered on previous email
 - b. Specifically, does the University subscribe to CUPA-HR's data on demand tool?
yes
33. Do proposers need to provide insurance documentation as part of the submission or simply provide the appropriate documents at project award? **Please provide at submission**
34. When would the University like to start the study? **As soon as a vendor has been chosen**
35. What is the University's desired timeline for completing the project? **Ideally by the end of 2025**
36. Technical Specifications 2a.) -- Can work samples be provided in a separate document? **yes**
37. Will the Benchmark Market Compensation Analysis be a separate project for each individual academic campus of the UT System? **This will be a combined project, but all campuses will have their own peer groups for analysis**
38. In order for pricing to be accurate, we would need to know how many distinct job titles are involved for all campuses and the Institute of Public Service. Could you please provide the number of job titles involved? Distinct titles are those that you anticipate seeing market results separately and not grouped together. For example, if you have Program Managers that manage separate programs to be analyzed or Administrative Assistants with different duties that need to be separated out from each other, what would the overall count be of the distinct roles? **Approx. 350 job titles and approx. 30 of those are unique**
39. Is there a date by which UT-System would like for the total Study for all campuses/organizations to be completed? **Preferably by mid 2025**
40. Is it UT-System's wish to conduct a job evaluation for each job as part of this project? For instance, are you also wanting a classification phase that includes internal job valuing and the creation of standardized job descriptions, if so, will the information likely vary by campus due to differences in campus sizes and scope of offerings? **no**
41. Is it UT-System's wish to include benefits analysis as part of this project? **no**
42. How many unique job titles are part of the desired market study? **Approx. 350**
43. How many unique faculty job titles does University of Tennessee System have by discipline?
Approx. 8-10 job ranks, we do not require discipline breakdown



44. Do University of Tennessee System campuses share job titles or do unique titles on each campus need to be benchmarked? **Shared**
45. Does University of Tennessee System desire an internal pay equity analysis by gender, race, or other demographics, or is the sole focus on an external/market equity analysis? **Yes, equity analysis by gender/race/etc as well**
46. Does the University of Tennessee System have current, complete, and accurate job descriptions for the job titles in scope? **Yes**
47. What is the anticipated timeline to complete the study? **Mid-2025 preferably**
48. Does the University of Tennessee System want the vendor/consultant to work with campuses sequentially or simultaneously? **We have a team of comp experts that will work with the vendor with representation from across the system.**
49. How many employees are at the University in total and by location? **These are all in a previous email**
- a. How many employees are faculty versus staff?
 - b. How many employees would be considered for the benchmarking review?
50. How many jobs does the University have? **In previous response**
51. Does the University purchase any market data sources today (e.g., CUPA)? **In previous response**
- a. If yes, how does the University manage survey participation processes? **Larger campuses manage themselves, system comp manages all others**
 - b. If no, would the University consider alternative or additional market data sources to develop benchmarks)? **We would welcome additional survey sources**
 - c. Does the University leverage compensation management technology today? **yes**
 - i. If yes, which solution? **CompAnalyst**
 - d. Does the University have salary structures today? **Yet, market based structure**
52. Would the University be interested in having salary structures built? **no**
53. Does the University have job descriptions for its jobs? **yes**
- a. If so, how many? **In previous response**
 - b. Does the University have a job description management system in place? **yes**
54. Does the University conduct any reporting today, or wish to conduct supplemental reporting on internal or external equity? **We would like reporting on equity**
55. Does the University develop Total Rewards Statements to communicate pay to employees? **yes**



56. Does the University train managers on compensation / build training and communication materials today? **some**
57. If no, would the University be interested in having these materials created as part of this study? **Depending on what type of training materials**
58. How does the University manage its annual salary adjustment / merit process? **yes**
59. Does the University have a solution place? **This will be done in Oracle HCM**
60. Do managers get involved in this process to provide discretionary adjustments for base, bonus, promotions, etc.? **not all managers, mostly department heads**
61. Please explain the extent of equity analysis the University aims to have at the end of this project. **In previous responses**
62. Can we submit the word document format as a .pdf? **Yes**
63. What are the total number of positions included in the project by position type (e.g. full-time faculty, part-time faculty)? What types of positions are not included in the project (e.g. graduate assistants)?
- a. **Faculty - 12 month - 2291**
 - b. **Faculty - 9 month - 2333**
 - c. **Staff: Exec/Admin - 1091**
 - d. **Staff: Professional - 4012**
 - e. **Staff Hourly - 4371**
 - f. **System President - 1**
 - g. **we will not include temporary/student/grad assistants**
64. What UT-System staff will be assigned to the project and what is their anticipated level of availability? Have any defined roles for UT-System staff been assigned such as steering committee, work team, or advisory groups? **We will have a team of compensation experts from across the system that will be involved in the full project and make up the committee with availability as needed. We will also include faculty advisory as requested or needed as well.**
65. What are the expectations of the consultant to present and/or engage with institution faculty and staff at each stage of the project? **most engagement will be with the committee, presentation to exec leadership team expected**
66. Does UT-System have a current compensation strategy/philosophy that defines markets (peers/comparisons, geographies) and pay positioning for in-scope employees and roles? To what extent is the consultant expected to validate and provide suggested peers for each academic campus? **We do have board approved peers for each campus. There may be some**



campuses that do not have solid data from approved peers and other peers should be recommended that are similar in size/FTE/operating expenses/etc.

67. Will updating position descriptions be part of the project or are position descriptions already updated? Has there been position description updates since the 2017 effort? This will not be part of this scope. all job descriptions that we classify with are up to date and we continuously update as needed on an annual basis.
68. What market sources, if any, does UT-System currently use for compensation analysis? Will this data be available to the consultant? We currently use and have access to CUPA and CompAnalyst. We can make this available to the consultant.
69. Do current jobs have market matches or benchmark jobs associated with them? If so, will the consultant be reviewing these market matches or identifying new market matches? We do have CUPA benchmarks for a significant amount of our positions. We are currently working on benchmarks in CompAnalyst and are at about 50%. Consultant will be doing both review and identifying if applicable to the job.
70. Are CIP codes assigned to all faculty jobs, and will this need to be validated? If not, is there information available to distinguish between disciplines? We will be doing faculty rank only in this study.
71. Is the intent for internal equity analysis to be a full statistical analysis based on protected class, or an impact/gap analysis as a result of the market review and internal job alignment? If the former, please describe the specific dimensions UT-System is looking to evaluate equity for (e.g., gender, race, external market, etc.)? We would like to see both. Gender/race/etc. as well as internal job alignment
72. Can UT-System elaborate on the expectation of this requirement: "Provide the capability of reporting being added/uploaded into an Oracle-based ERP System."? We hope to utilize benchmarks in Oracle HCM so that we can quickly identify for survey participation. We would like to have this data in a format (excel/etc) that is capable of uploading directly into Oracle.

Academic Discipline

Accounting
Advertising
African-American/Black Studies
Agricultural and Extension Education Services
Agricultural Economics
Agricultural Engineering
Agriculture, General
Animal Sciences, General
Anthropology, General.
Architecture
Art/Art Studies, General
Audiology/Audiologist and Speech-Language Pathology/Pathologist
Behavioral Sciences
Biochemistry and Molecular Biology
Biological and Biomedical Sciences, Other
Biology/Biological Sciences, General
Business Administration and Management, General
Business Administration, Management and Operations, Other
Business/Commerce, General
Chemical and Biomolecular Engineering
Chemical Engineering
Chemistry, General
Civil Engineering, General
Classics and Classical Languages, Literatures, and Linguistics, General
Clinical Psychology
Communication, General
Computer Science
Counselor Education/School Counseling and Guidance Services
Criminal Justice/Law Enforcement Administration
Dental Hygiene/Hygienist
Dentistry
Drama and Dramatics/Theatre Arts, General
Ecology
Economics, General
Education, General
Educational Leadership and Administration, General
Educational Psychology
Electrical and Electronics Engineering
Elementary Education and Teaching
Engineering, General
Engineering/Industrial Management
English Language and Literature, General
Entomology
Ethnic, Cultural Minority, Gender, and Group Studies, Other
Exercise Science and Kinesiology.
Family and Consumer Sciences/Human Sciences, General
Family Practice Nurse/Nursing
Finance, General

Fine/Studio Arts, General
Food Science
Foreign Languages and Literatures, General
Forestry, General
Geography
Geology/Earth Science, General
Graphic Design
Health Professions and Related Clinical Sciences, Other
Health Services/Allied Health/Health Sciences, General
History, General
Human Development and Family Studies, General
Human Nutrition
Industrial Engineering
Information Science/Studies
Interior Design
Journalism
Landscape Architecture
Law
Library and Information Science
Logistics, Materials, and Supply Chain Management
Management Information Systems, General
Marketing/Marketing Management, General
Materials Engineering
Mathematics, General
Mechanical Engineering
Medicinal and Pharmaceutical Chemistry
Medicine
Microbiology and Immunology
Microbiology, General
Music Performance, General
Music, General
Neurobiology and Anatomy
Nuclear Engineering
Nursing Practice
Occupational Therapy/Therapist
Pharmaceutical Sciences
Pharmacology
Pharmacy
Philosophy
Philosophy and Religious Studies, General
Physical Therapy/Therapist.
Physician Assistant
Physics, General
Physiology, General
Plant Sciences, General
Political Science and Government, General
Psychology, General
Public Administration
Public Health, General

Registered Nursing/Registered Nurse
Religion/Religious Studies
Retailing and Retail Operations
Social and Philosophical Foundations of Education
Social Work
Sociology, General.
Speech Communication and Rhetoric
Sport and Fitness Administration/Management
Sports, Kinesiology, and Physical Education/Fitness, General.
Statistics, General
Teacher Education and Professional Development, Specific Levels and Methods,
Other
Teacher Education, Multiple Levels
Veterinary Medicine
Visual and Performing Arts, General