

**Consulting Services to Develop  
Compensation Plan for the University of Florida**

**1. Specifications, Requirements and/or Scope of Work:** The University of Florida is seeking competitive proposals from qualified companies to help design a market-based compensation plan for faculty and staff. This multi-phased effort will include the development of a compensation philosophy as well as a strategy that supports an appropriate intersection of market/external competitiveness, internal equity, and performance/incentives to better maximize the effectiveness of UF's compensation budget in the following areas:

<b>Philosophy and Strategy</b>	<ul style="list-style-type: none"> <li>Define compensation philosophy and strategy to create alignment with institution's needs and to help prioritize UF's compensation spend on what matters most.</li> </ul>
<b>Faculty</b>	<ul style="list-style-type: none"> <li>Conduct competitive market analysis of faculty salaries by discipline and rank, using UF-provided data or supplementing as needed, using peer and aspirant comparison groups.</li> <li>Analyze internal equity of current faculty salaries, relative to time in rank, gender, race. Develop recommendations for tracking performance to incorporate in future equity analyses.</li> <li>Develop pay guidelines for faculty pay, including recommendations and timelines for achieving external competitiveness as well as incentives to reward or reinforce needed performance or results.</li> </ul>
<b>Staff</b>	<ul style="list-style-type: none"> <li>Define a set of comparison and aspirant institutions and markets (local, regional, or national, as appropriate) and obtain market data to review overall competitiveness and internal equity of staff positions.</li> <li>Recommend pay ranges, guidelines, and incentives that enhance career progression clarity as well as reward or reinforce needed performance or results.</li> </ul>
<b>Executive</b>	<ul style="list-style-type: none"> <li>Define peer and aspirant comparison groups and conduct compensation benchmarking analysis for executive team members to determine positioning within this comparison group.</li> <li>Provide recommendations on national trends in the area of executive compensation and incentives and potential changes based on the benchmarking analysis.</li> </ul>
<b>Total Rewards</b>	<ul style="list-style-type: none"> <li>Review competitiveness of indirect financial and non-financial compensation compared to peer and aspirant group. Provide recommendations on national trends and potential changes that could enhance "total rewards" at UF.</li> </ul>

**2. Background on what UF is trying to accomplish, the current state at UF and the intended outcome - what the vendor has to provide:** A strategic commitment of UF Human Resources is to design and implement a fair and competitive compensation strategy—adopting a long-term view—to help attract, retain and reward high-performing faculty and staff at all levels that leverages an appropriate intersection of merit, market, and internal equity, with an interest in:

- Transparency—Providing managers and employees access to job-related content, pay guidelines and salary ranges.

- Flexibility—Supporting a diverse, decentralized organization to accommodate differences and changes in job requirements, job market and economy.
- External Competitiveness—Reflecting pay rates for comparable jobs within the relevant labor market.
- Internal Comparability—Providing pay guidelines that ensure similar jobs are paid equitably across the organization.
- Recognition—Rewarding performance for desired results, aligned with preeminence.

At present, the university lacks a compensation philosophy or strategy and its pay guidelines are very limited. As a result, compensation is handled in an ad hoc way, except in certain colleges where faculty compensation/incentive plans have been developed independently.

**3. What resources will UF will provide?** The University of Florida will arrange access to available data and key stakeholders to support this effort. The University of Florida also will designate appropriate support teams to assist the consultant in this effort and will arrange group and individual meetings as needed. A staff classification redesign project has just been completed so new/updated job descriptions and titles are already in place.

**4. List the criteria that will be used to evaluate the supplier responses:**

The University of Florida will evaluate vendors for their ability to meet the following key objectives:

- Experience and understanding of compensation plans in higher education.
- Ability to communicate that experience and understanding in a compelling way to encourage buy-in from the uninitiated.
- Knowledgeable, well-trained, proactive, and responsive consultant group.
- Strategic utilization of on-site resources.
- Cost-effective solution including efficient, transparent, and fully disclosed cost structure.

**5. A list of potential vendors (include any and all information you have – business cards, email addresses, phone numbers, street address):**

- Sibson Consulting
- Mercer
- Huron
- Aon Hewitt

**6. A list of the UF Selection Committee members and who will Chair the committee**

- Jodi Gentry – committee chair
- Melissa Curry
- Greg Dubois
- Brent Goodman
- Laura Huntley
- Angel Kwolek-Folland
- Jeanna Mastrodicasa
- Mike McKee
- David Quillen
- John Yelton