

Statement of Qualifications
Comprehensive Wage and Salary Pay Plan Study
for
Jefferson Parish, Louisiana



SOQ 22-025

June 1, 2022



THE ARCHER COMPANY, LLC.

Primary contact for this proposal:

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I. Introduction

The Parish of Jefferson, Louisiana (the Parish) is requesting statements of qualifications from human resource consulting firms to conduct salary survey and classification study. The Archer Company has worked with the Parish for more than twenty and developed the current pay plans for the Parish. The Parish uses the Archer Job Evaluation System to maintain internal equity for each unique pay plan. We are confident that we can work with Parish to develop updated pay plans to meet the Parish's desires.

Proposal Overview

We are pleased to submit this proposal to conduct a classification and compensation study to revise the Parish's pay plans and recommend revisions to the current pay plans. The project steps will include overall review of pay plans; detailed job evaluations of classifications; salary survey and analysis; development of pay plans (new or revised); pay plan implementation costs; and report preparation.

In keeping with this understanding, the Archer Company will conduct the tasks outlined below. All tasks will be performed in coordination and cooperation with management and with significant input and participation from the Parish's management team.

- Review current pay plans.
- Evaluate all classifications.
- Assist the Parish define the competitive job market.
- Assist the Parish define benchmark positions.
- Review the Parish's current pay plan.
- Conduct a web-based salary survey.
- Develop updated pay plans that aligns the new pay plans with the competitive market.
- Develop plans for implementing the results of the study and review compression analysis.
- Prepare reports detailing our findings.

This project will be organized as a strategic partnership between the Archer Company and the Parish's Management Team. The Archer Company expects to work closely with management in order to ensure the success of the study and to facilitate the implementation of our recommendations.

II. COMPANY OVERVIEW

A. ABOUT OUR COMPANY:

The Archer Company is a leading human resource consulting firm specializing in the development and implementation of compensation and classification systems for local government and public sector organizations. We have extensive experience and expertise in the areas of job analysis and evaluation; development of classification structures and career ladders; salary, compensation practices and benefits surveys; market analysis; review and development of comprehensive compensation administration programs; and job documentation. The Archer Company also specializes in performance management, pay-for-performance programs, total compensation review and design, skills-based/competency-based pay, and human resources policy review and design. Finally, the Archer Company has considerable experience in management studies, organizational reviews, analysis of operations and staffing, process improvement, training and development, and employee surveys and communication.

The Archer Company, LLC is the flagship of a long-established consulting practice that began on the east coast, over thirty ago and soon spread through nationwide marketing and distribution efforts. Our company was established in 1987 for the sole purpose of providing federal, state, and local governments with award-winning, valid, and reliable human resource management systems. We are proud of our successes, which have led to a long list of satisfied clients. The Archer Company has been a profitable company in all the years of its existence, which is a testament to the high quality of services we provide as well as the loyalty we have experienced from many long-term clients.

The Archer Company is a limited liability company wholly owned (100%) by its principals. With headquarters in Rock Hill, South Carolina (a suburb of Charlotte, North Carolina), we have offices in Asheville, (North Carolina), Reston (Virginia), Atlanta (Georgia), and Columbus (Ohio), with additional staff in California and Nebraska.

Corporate Address: 1905 Oak Park Road, Rock Hill SC 29730

Certificate of Authority: Control Number 07072852; Issued 8/15/2007; Status:
Active/Compliance

Primary Contact: Jim Battigaglia, Director
Office Phone: (614) 891-7034

Email: jimbattigaglia@archercompany.com

Classification & Compensation Experience: Since our inception, the Archer Company has performed more than 1,500 classification and compensation studies for union and non-union cities, counties, utilities, airports, school districts, housing authorities, colleges, other public agencies, and private organizations in 36 states throughout the United States. The employee populations among our client organizations range in size from five to over 15,000 employees. Our clients utilize our expertise to review and audit their systems,

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design, and develop classification and compensation systems (pay plans, performance management, etc.), and/or obtain guidance when navigating unique compensation issues. These clients have contracted the Archer Company to address innovative, yet practical, compensation methodologies and to develop systems and policies that overcome the problems, or limitations, of traditional compensation systems.

About Our Professionals: It takes experience to maintain the high level of service and to provide the results offered by the Archer Company. We utilize industry best practices in organization design, provided by service professionals who have actually worked as local government managers and who, as a result of their experience, understand the practical implications of organizational change. We understand the public sector environment, its issues and concerns, the requirements of government leaders, and how to develop an equitable, defensible classification and compensation plan. Our professionals have the ability to communicate and interact with employees at all levels of the organization, including elected officials, management, professionals, technicians, laborers, and public safety personnel. Team members have extensive knowledge and understanding of the various areas of local government from both managing government departments and from the outside. Thus, we are uniquely qualified and staffed to complete all of the tasks associated with a public-sector engagement.

About Our Systems: The Archer Company utilizes a number of proprietary products in its classification and compensation work. They include the Archer Comprehensive Position Questionnaire, the Archer Matrix-Point-Factor Job Evaluation System, the Archer Multi-Dimensional Performance Appraisal System, and the Archer Quality of Work Life Survey. These products are the result of 27 years of research; and all have won an outstanding practitioner award given by the American Society for Personnel Administration (now the Society for Human Resource Management). They were developed and copyrighted by Ernest R. Archer, Ph.D., the late President of the Archer Company. Even though they are based upon the complex mathematical relationships required for valid and defensible systems, all of our systems are easily administered and maintained. Because these systems also facilitate change, clients who adopted our systems years ago have been able to maintain sound, reliable human resource programs through their organizations' growth and the many recent changes in computerization capabilities and government service obligations.

Areas of Expertise:

- **Compensation and Classification Systems:** total compensation analysis; pay equity and comparable worth; Point-Factor Evaluation Systems; web-based and highly customizable total compensation surveys and market intelligence, career ladders; and pay plan design
- **Performance Management Systems:** performance appraisal systems; performance-based salary administration; Skills-based Pay; alternative rewards programs; and management/executive compensation.
- **Policies and Procedures:** human resources ordinances and policy manuals; recruiting and hiring guidelines; disciplinary procedures; and employee handbooks.

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- **Management Studies:** Operational reviews; staffing analysis; employee satisfaction surveys. Our clients have utilized our expertise in local government and public sector management to help them analyze operations and organizational structures, assess efficiency and effectiveness of service delivery, and determine appropriate staffing levels; these engagements have resulted in enhanced services and improved operations for our public-sector clients.

Approximately 98% of our clients are local governments and public sector organizations.

B. ABOUT OUR APPROACH:

We attribute our long-term success (over 30 years) with public employers all over the US, and the fact that so many of our clients have worked with us for *at least a decade*, to major strategies and approaches, utilized in all our work:

1. **Relationship Management:** While the Archer Company utilizes a team approach in our work, every client is assigned a senior manager who will manage the project and serve as the primary project liaison to the client. The Project Manager is expected to devote a significant amount of time to the project and will be hands-on in the development of all recommendations. The workload of all of our consultants is balanced to ensure that they give their full attention to each task at hand and complete deliverables in a timely manner.
2. **Quality Control:** The team approach ensures that all work receives the scrutiny of a second and usually third set of eyes—even the work of our most experienced consultants is subject to review by the team to ensure the highest quality of service.
3. **Back-up Procedures:** The Archer Company is committed to exceptional customer service, which means that our clients should have open communication with and reasonable access to their assigned Project Manager. In extreme cases, a temporary or replacement manager will be assigned subject to the Parish's approval. If at any time the Parish is unsatisfied with the level of service they receive, they may contact the President of the company directly for resolution of the problem.
4. **Client Communication and Coordination:** The Archer Company is committed to active communication and coordination with the Parish's Project Team and Parish Management. It is expected that regular communication between Management and the Archer Company will help to keep the project on track and ensure a successful outcome.
5. **Project Manager:** In order to ensure the Parish receives a high level of customer service from, and the full attention of, the Consultant, the Archer Company will assign a qualified, dedicated Project Manager who will spend time throughout the planning, execution, and implementation of the study; this individual has expertise in classification and compensation for local government. The Project Manager will be accountable to the Parish and able to respond to day-to-day inquiries.

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6. **Conclusion:** The Archer Company presents a unique combination of experience and expertise unmatched by our competitors. We have worked with a wide variety of public sector organizations in both union and non-union environments to develop individualized classification and compensation systems. Our clients appreciate our commitment to thoroughness, objectivity, and accuracy. We stay with the project and assist with the implementation of the study recommendations by providing the necessary presentations and training to accomplish total understanding and support. We are ideally suited to work and communicate with the individuals or groups that might be impacted by our recommendations, to ensure their understanding of the opportunities presented, and to gain their support. Although all systems are designed with the primary focus of equity, competitiveness and ease of administration, each system is developed and tailored to incorporate the specific needs, concerns, and philosophies of each organization.

III. Study Methodology

Study Scope

Based on our understanding of the Parish's needs, the Archer Company is pleased to offer the following overview approach to conduct this study. The methodology utilized by the Archer Company is consistent with the methodology employed successfully in all our engagements of this nature nationally and is supported by our proprietary job evaluation system. This study is conceived as a multi-task effort. This methodology is based on conducting a full classification study. While it is necessary to conduct the phases in the general order presented, there will be overlaps of some tasks.

PROJECT TASKS

The following is intended to be an outline of the project plan and progression of the proposed work; a more detailed discussion of our methodologies is presented immediately after the scope of work.

Orientation Meeting

The Archer Company will conduct an orientation meeting with the Parish's Project Team to discuss any areas of concern related to Parish' current and future classification system and pay plans and their expectations for the study. At that time, we will also outline and explain our philosophies associated with conducting the proposed classification and compensation study to assure a common understanding regarding the basis for the study's recommendations.

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Review the Current Classification Plans: The Archer Company will assess the Parish's current classification plans and compensation structure(s) and plan in order to determine both the strengths and weaknesses of the systems. This assessment will help to shape our recommendations for improving the classification and compensation plan.

Benchmark Salary Survey & Analysis

The Archer Company will collect and compile benchmark position salary levels and analyze the results in order to assess the impact of the Parish's competitive market on the pay plan. Data collected in the surveys may be supplemented by data from published sources (e.g. reputable salary surveys published by professional associations, human resources consulting organizations) where necessary and appropriate. The data collected will be compiled and submitted to the Parish in a comprehensive, easy to read report.

- A. **Identification of Organizations to Be Surveyed:** A list of organizations to be included in the survey will be identified and submitted to the Parish for input and approval. The Parish will be asked to approve the final lists of targeted survey participants. Employers with the following characteristics are typically surveyed: (1) organizations with which the Parish competes for employees; (2) organizations which are recognized as important, or influential, in the local market place; (3) organizations which are within proximity to the Parish's competitive market (i.e. the same geographic region); and/or (4) organizations with similar population, demographics, and scope of services.
- B. **Identification of "Benchmark" Positions:** The Archer Company will work with the Parish to identify the list of benchmark classifications that will be included in the survey; the Parish will be asked to approve the final lists of benchmarks. Benchmark positions are generally selected to represent the continuum of the Parish's classifications, focusing on: (1) positions/classes which are widely recognized as possessing similar job content in most organizations; (2) positions/classes which represent a substantial number of employees as well as the various job families; (3) classification families that are considered to be core functions that serve to anchor the pay plan; (4) positions/classes for which the Parish may have had difficulty recruiting and retaining a qualified work force; and/or (5) positions/classes which represent the full spectrum of salary grades and ranges in the pay plan (including executive and various administrative classifications).
- C. **Creation of Customized, Web-Based Benchmark Salary and Compensation Practices Survey:** The Archer Company will construct a customized survey designed to collect the data requested by the Parish. The Archer Company utilizes a specific **web-based** format for compensation surveys that has proven to optimize the collection of the data while minimizing the burden to participating jurisdictions; however, this format may be customized to meet the needs or objectives of the Parish. ***Respondents can simply click on a link in an email invitation and access the survey, easily completing it and moving in and out of the survey as needed to***

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balance completion along with other responsibilities. We will also provide a manual copy of the survey in Excel format for organizations who prefer it.

A draft of the survey document will be submitted to the Project Team for review, and appropriate revisions will be made before the survey is initiated. The Project Team will be asked to approve the final survey document.

D. Survey Data Collection: *The Archer Company uses a very “hands-on” approach with survey participants to facilitate ease of participation as well as to maximize participation for our clients.*

We will identify and compile the contact information for the targeted organizations. Each organization will be contacted by phone to invite their participation prior to distribution of the survey.

We will also work with the Project Team to develop a custom invitation to all targeted organizations, coming from a Parish official, which will be sent to all organizations. We find invitations from a Parish “official” is extremely helpful in maximizing survey participation.

The Archer Company will contact each participant after the survey has been distributed and provide any follow-up assistance, they may need to complete the survey. We will make every reasonable effort to solicit and encourage the participation of the targeted agencies; however, we may ask Parish personnel to follow-up with any personal contacts to help influence participation.

The Archer Company will contact participants directly to clarify their responses and to solicit additional information as necessary to ensure that appropriate comparisons made. Significant differences between the job functions for similarly titled positions will be identified and factored into our analysis.

- **Benchmark Salary Survey Analysis and Reports:** The Archer Company will carefully analyze the benchmark salary survey results. All data collected will be compiled, tabulated, and edited as appropriate to ensure the accuracy and consistency with the selected benchmarks. Salary data gathered is carefully analyzed to ensure a high level of validity in our findings.

CLASSIFICATION PLAN DEVELOPMENT

Job Analysis and Job Evaluation

Job Analysis: A detailed job analysis is performed for every position included in the study for three primary purposes:

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To ensure that each position is properly defined and aligned within the Parish's pay plan based on job duties, responsibilities, and qualifications

To provide the information needed to establish the most appropriate classification plan for the Parish to ensure each position is properly allocated to the correct classification, and

To assign the correct status of each position as "exempt" or "non-exempt" in compliance with the federal Fair Labor Standards Act

The major methods of conducting job analysis are the use of a thorough position questionnaire and information gathered from each department and a review of existing job descriptions.

Employee Questionnaires: We will ask the Parish to complete a *Comprehensive Position Questionnaire* (CPQ) for each classification that will serve as a primary resource for the job analysis process. The Archer Company utilizes a copyrighted questionnaire that has proven a highly effective tool to gather in-depth data about each position without placing too high an administrative burden on employees. The questionnaire data is essential to the proper analysis, classification, and evaluation of the Parish's positions and will also be a key data source for the organizational review.

The Archer Company will supply the questionnaires to the Parrish electronically (hard copy if needed), along with instructions.

The Archer Company asks department management to ensure that the forms are completed, reviewed, and returned to the Project Team in a timely fashion. Department heads are expected to play a key role in ensuring that all information collected from employees provides accurate, thorough, and quality data for use in the job analysis of their subordinate positions.

The Archer Company Project Manager will work with the Project Team to discuss the best way to organize and provide the completed, reviewed CPQs to The Archer Company, utilizing a *cloud-based storage system*.

The Archer Company will update/revise each classification's job evaluation based on the updated CPQ with the Archer Job Evaluation System.

The Archer Company will discuss any classification pay grade changes as a result of the job evaluation process.

Design and Development of the Pay Plans: The Archer Company will incorporate our findings from the review of the benchmark jobs with the data collected in the market analysis to provide recommendations for the Parish' pay plan.

- The Archer Company utilizes mathematical regression analysis to integrate the relative worth of the benchmark classifications (job evaluation points) with the

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- competitive worth of each classification in the competitive labor market (market rates).
- The regression analysis produces a pay schedule (a list of pay grades and their respective salary ranges) that can be structured and customized to reflect the organization's compensation philosophy. Thus, the new or revised pay plan will be designed to meet both internal equity and competitive needs. The recommended pay plan will reflect the cooperative result of organizational discretion paired with the professional guidance and facilitation of the consultant.
 - Job analysis and evaluation is used to establish the appropriate internal relationship between benchmark classifications and the remaining classifications to tie non-benchmark classifications to the plan.
 - The universal design of our system provides for optimal equity across departments and job families.
 - We will establish a separate pay plan for civil service, executive, judicial and fire services.

Implementation and Administration: The Archer Company will work with the Project Team to recommend strategies for implementing the updated pay plan (i.e. transitioning employees to the new pay plan) and assess compression analysis.

- The Archer Company will assist the Parish in the calculation of implementation costs for the recommended pay plan (i.e. placing employees into their new salary ranges based on their proposed classification and pay grade) if appropriate.

Final Report and Implementation

The Archer Company will provide a final narrative report containing the study methodology, data used, findings and recommendations based on the feedback from the Parish.

PROJECT TASKS

Following are specific tasks necessary to complete the classification and compensation study.

TASK 1: Conduct Orientation Meeting

- 1.1 We will meet with the Project Team to discuss expectations with respect to the development and implementation of the study. Project time frames will be finalized.

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TASK 2: Conduct Salary Survey

- 2.1 We will work with the Parish to define the market competitive placement, define the target labor market and benchmark jobs for the salary survey.
- 2.2 We will develop a salary survey instrument. The survey will request information about, organization size, compensation practices, pay ranges and pay structure. We will submit the survey instrument to the Parish for review.
- 2.3 We will identify and compile the contact information for the targeted organizations and distribute the web-based survey instrument to participating organizations. We will determine with the Parish which, if any, published surveys should be considered.
- 2.4 We will analyze the salary survey data to calculate the mean market rates paid for the benchmark jobs along with other compensation practices.
- 2.5 We will submit the analysis of the salary survey data to the Parish for review and comment.

TASK 3: Job Analysis and Job Evaluation

- 3.1 The Parish completes one CPQ for each job classification.
- 3.2 We will evaluate each classification with the Archer Job Evaluation System.
- 3.3 We will submit revised grade order listings of jobs for review and comment.

TASK 4: Develop the Pay Plan

- 4.1 We will integrate internal equity (job evaluation data) and external competitiveness (mean labor market rates) for the benchmark jobs via linear regression analysis to determine pay range midpoints once the “size” of the pay grades is determined. We will also make recommendations based on pure market competitiveness.
- 4.2 We will work with the Parish to develop/revise the number of pay grades and the pay range structure.
- 4.3 We will assign the appropriate pay grade and pay range to each classification for each pay plan.

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TASK 5: Recommend Implementation Plan

- 5.1 The Archer Company will work with the Parish to develop the most appropriate strategy for implementing the recommended pay plans.
- 5.2 We will receive employee payroll data and assign each employee to a job classification.
- 5.3 We will assess compression analysis of the new pay plans.

TASK 6: Present Draft Report and Recommendations

- 6.1 We will submit a recommended pay plan draft report to the Parish. The draft report will include the new pay table, alphabetical listing of jobs, grade order listing of jobs, and an installation schedule with implementation costs by pay plan, department and employee.
- 6.2 The Parish will review and comment on the draft report.

TASK 7: Present Final Report and Recommendations

- 7.1 We will present our final report and recommendations and all other supporting data to the Parish.

D. PROPOSED PROJECT SCHEDULE

The project timeline will be finalized during the initial meetings with management, and individual tasks will be scheduled as appropriate to complete the study within the agreed upon timeframe. The Archer Company can typically begin work within one month of notification that we have been awarded a contract.

The Archer Company has designed the following projected timeline for the project. Factors that generally impact completion time frames include the time organizations take to return requested information and the time the Parish requires to review our pay plan recommendations. Work progress for each major task will be reviewed with the Parish’ project team at appropriate intervals to allow for review, feedback, and validation of our findings.

The projected time frame for the completion of the study is described below based on weekly increments:

Project Task		Month
Planning & Kickoff		

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Project Task		Month
<i>Planning Meetings</i>		Month 1
Parish organizes current pay plans		Month 1
<i>Conduct Salary Survey</i>		
Identify & approve benchmark positions		Month 1
Define & approve targeted labor market		Month 1
<i>Construct customized salary survey</i>		Month 2
Conduct salary survey		Months 2 - 4
Analyze salary survey data		Month 4
<i>Submit initial salary survey data</i>		Month 4
The Parish reviews & responds to salary survey data		Month 5
<i>Verify Job Analysis & Job Evaluation</i>		
Review current pay plans; discuss issues		Month 1
Employees complete one CPQ for each job title		Months 1 - 2
Verify job evaluations & grade assignment of all jobs.		Months 2 - 4
<i>Develop the Pay Plans</i>		
Design pay plan structures		Month 4
Integrate internal & external equity (regression analysis)		Month 5
Upload payroll & assign employees to classifications		Months 5 - 6
<i>Determine Pay Plan Implementation Scenarios</i>		Month 6
<i>Submit Draft Reports</i>		Months 6 - 7
The Parish reviews draft reports		Month 7
<i>Submit Final Reports</i>		Month 7
Archer presents findings		Month 7

C. Our Project Team

With the Archer Company, you will work directly with our team of seasoned consultants who will lend their expertise in local government compensation directly to your project. ***The principals of the Archer Company have been working together as a team for more than twenty years.***

We always utilize a team approach in our work to ensure overall consistency for our clients, and we have assembled a team of experienced professionals that we believe will best provide the professional analysis and support needed for this project. The majority of the work on this project will be performed by our staff in Columbus and Raleigh, with support from personnel in Rock Hill and Virginia. Brief biographies of our key project consultants are provided below (Analysts will be assigned to support these consultants in accordance with need and availability).

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Proposed Project Staffing	
Jim Battigaglia, Director	Project Director: Mr. Battigaglia will serve as the Project Director and will be responsible for the quality of all project deliverables, oversight of the construction of the pay plan recommendations (job analysis, classification, and evaluation and market analysis) and the work of the Project Team.
Margaret Richwagen Consultant	Ms. Richwagen will assist with job analysis, classification design and pay plan implementation.
Elizabeth Gooden Consultant	Ms. Gooden will assist compiling reports and analyzing compression analysis.
Rita Archer Senior Consultant	Ms. Archer will coordinate the survey logistics and administration as well as classification and evaluation tasks.
Amy Lee, Analyst Laurie Sherrin, Analyst	Analysts: Team members will be assigned to the project as needed based on skill set and availability; consultants and analysts play significant roles in the technical components of the work, including market analysis, job documentation, and operational support.

KEY PERSONNEL

Sally R. Archer, MSBA • President: Ms. Archer has over thirty years’ experience in working with compensation/classification systems. She holds a Bachelor of Science degree in Sociology from Georgia College and State University and a master’s degree in business from Winthrop University. She has worked as an instructor in the College of Business Administration and as an executive assistant in the Graduate School at Winthrop University. Ms. Archer has worked with hundreds of public and private organizations in the human resource management field. She began her experience in personnel work at the University of Georgia. She was Vice President of Archer Consulting, Inc. She was a senior consultant with Maximus, Inc. for eight years. Ms. Archer specializes in job analysis, job evaluation, job description preparation, salary survey administration, policy manuals and performance appraisal training.

James V. Battigaglia, CCP • Director: Mr. Battigaglia will serve as Project Director. Mr. Battigaglia is a Regional Director and is based in Columbus, Ohio. Mr. Battigaglia specializes in classification and compensation plan implementations, performance appraisal systems and other human resource engagements. He managed the 2015 – 2016 pay plan update study. A sample of Mr. Battigaglia's experience is summarized below:

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- Served as project manager developing classification and compensation systems at Jefferson Parish, Plaquemines, St. Charles and St. Bernard Parish, Louisiana; City of Kenner, Louisiana; Louisiana Lieutenant Governor's Office; Beaver, Butler, Cumberland, Mifflin, Monroe, Snyder and Union County, Pennsylvania; Cuyahoga, Franklin, Geauga, Lucas, Mahoning, Richland, and Wood County, Ohio; City of Orangeburg and Orangeburg Utilities, South Carolina; City of Asheville, North Carolina; Greenville County, South Carolina; Clayton County Water and Sewerage Authority, Georgia; City of Griffin, Georgia; COWETA County Sewer Authority; Franklin County Prosecutor's Office and Public Defender's Office; Cuyahoga County Prosecutor's Office and Public Defender's Office; Cuyahoga County Board of Health; Cleveland Metroparks and Zoo; City of Elmhurst, Illinois; City of Elgin, Illinois; Village of Glendale Heights, Illinois; Housing Authority of Santa Clara County, California; Regional Income Tax Agency, Ohio; Solid Waste Authority of Central Ohio; Central Ohio Transit Authority; Franklin County ADAMH Board; City of Carmel, Indiana; City of Hazelwood, Missouri; Alameda County, California; The Metropolitan District Commission (CT); Massachusetts Board of Higher Education.
- Analyzed, classified, and consolidated classifications of various elected offices, approximately 800 employees, into a metropolitan County's central classification plan.
- Participated in classification and compensation development projects at Cobb, Fulton, DeKalb, Henry, and Newton counties Georgia; Manassas and Newport News, Virginia; Irvine, California; Cities of Carrolton and Roswell, Georgia; and Charlotte and Polk County, Florida.

The majority of these projects included job analysis and evaluation, market analysis, classification structure design, job documentation, pay plan implementation design and pay plan implementation costing analysis.

Prior to the Archer Company, Mr. Battigaglia served as the Director of the MAXIMUS Human Resources and Organizational Development practice. Prior to that, Mr. Battigaglia served as a government consultant for KPMG and as the Director of Accounting for Montgomery Parish, Ohio.

Mr. Battigaglia received a Bachelor of Business Administration from Ohio University. He is a member of World at Work and holds the World at Work's Certified Compensation Professional certification.

Margaret Richwagen

Ms. Richwagen recently joined the Archer Company to provide general human resources consulting services. She is located in Asheville, North Carolina. She recently retired as the Human Resources Assistant Director at DeKalb County, Georgia. In this capacity, Ms. Richwagen managed numerous human resource programs for the County including the compensation and classification plan. She has a master's degree from Michigan State

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University and a bachelor's degree from the University of Michigan. Ms. Richwagen holds the SHRM.

Elizabeth Gooden

Ms. Gooden recently joined the Archer Company to provide general human resources consulting services. She is located in Portsmouth, Virginia. She recently retired as the Human Resources Director at Portsmouth, Virginia. In this capacity, Ms. Gooden managed numerous human resource programs for the City including the compensation and classification plan. Prior to the City of Portsmouth, she was the Assistant Director of Human Resources for the City of Newport News, Virginia. She is currently a Ph D candidate, organizational psychology. She also has a master's degree in business administration.

Rita K. Archer, MBA, CCP • Senior Consultant

Ms. Archer is a Certified Compensation Professional (CCP) and senior consultant for the Archer Company. She specializes in compensation and classification studies and the implementation of performance appraisal systems. She has worked in several public and private sector roles. She brings with her technical experience in both public and private sector human resource applications including Total Rewards certification from World at Work.

Ms. Archer excels in budget formulation and analytical skills. Her recent work includes a market survey and analysis for Peace River Manasota Regional Water Supply Authority, Sarasota, Florida. She is the lead consultant on a consortium project in Georgia as well as the Reston City Center Association and was a contributing consultant for recent projects at the City of Union, South Carolina; City of Fountain, Inn, South Carolina and the City of Gaffney, South Carolina. She is currently managing a classification and compensation project for Greenwood Commission of Public Works in South Carolina and is a team member for the classification and compensation study being conducted for Greenville County, South Carolina.

Expertise includes:

- Extensive experience standardizing Position Descriptions/Classification Specifications to comply with ADA requirements and in line with performance aptitudes for job requirements.
- Explaining job evaluation methods to clients' employees in order to gain full participation in understanding the complexity of each job in an organization.
- Training HR personnel and supervisors to administer merit increases using Archer Performance Appraisal software.

Education and Other Experience: Ms. Archer is an Air Force veteran and a former KC-135 navigator. She received a master's degree in business administration from Louisiana Technical University, summa cum laude, and a Bachelor of Science degree in Chemical Engineering from the Pennsylvania State University (Penn State). She is a Certified Compensation Professional (CCP) as well as a member of World at Work and the Society for Human Resources Management.

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REFERENCES

DeKalb County, Georgia

Years: 2014 – 2022; current pay plan maintenance, special projects and potential salary survey update

Project Description: The Archer Company developed a classification and compensation study for the County covering 7,000 employees and more than 650 classifications. Employees completed questionnaires. We conducted extensive employee interviews. We worked with the County to identify the competitive market and benchmark jobs. We developed the new pay plan, classified all employees and designed pay plan implementation scenarios.

Post implementation, we conducted a regional water and sewer position salary survey. We just completed a planning and economic development salary survey of specific job titles. We will probably be conducting a general salary survey.

Reference Information:

Contact: Ms. Jadia Haynes, Assistant Director Human Resources
jphaynes@dekalbcountyga.gov, 1300 Commerce Drive, Decatur, GA 30030
404-687-3888

Cuyahoga County, Ohio

Years: 1992 – 2022; current pay plan maintenance, conducting a salary survey to update salary ranges

Project Description: The Archer Company maintains the County's classification plans. Since 1992, we have conducted classification studies for the Board of Commissioners and most elected officials. To date, we have conducted classification studies that include approximately 15,000 employees. We conducted a study to incorporate a charter form of government and consolidate several elected official offices.

We are currently conducting a salary survey to update salary ranges.

Reference Information:

Contact: Mr. Albert Bouchahine, Classification Manager
abouchahine@cuyahogacounty.us, 9830 Loraine Avenue, Cleveland, OH 33113
216-443-5619

Cobb County, Georgia

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Years: 2017 – 2020

Project Description: The Archer Company developed a classification and compensation study for the County covering more than 4,500 employees and more than 450 classifications. Employees completed questionnaires. We conducted employee interviews. We worked with the County to identify the competitive market and benchmark jobs. We developed the new pay plan, classified all employees and designed pay plan implementation scenarios.

Reference Information:

Contact: Ms. Shirene Douglas, Manager

Shirene.douglas@cobbcounty.org, 100 Cherokee Street NE, Marietta, GA 30090

770-528-2538

IV Fees

The lump sum not-to-exceed Fees to complete the Salary Services Study for the Parish are **\$52,000**.

Task Description	Total Fees
Project Organization & Orientation Meetings	\$4,000
Job Analysis & Job Evaluation	16,000
Conduct Salary Survey	8,000
Develop Pay Plans	6,000
Pay Plan Implementation	7,000
Draft Report	7,000
Final Report	4,000
Total Professional Fees	\$52,000
Classified Plan	\$37,000
Executive Plan	\$5,500
Judicial Plan	\$5,500
Fire Department	\$4,000

Wage and Salary Pay Plan Study

The proposed professional fees are valid for 180 days from the date of this proposal submission. We provide general consulting services for \$115 per hour. We anticipate submitting monthly invoices.