



Request for Proposals: Staffing and Compensation Review

November 2020

Purpose

The Bush Foundation is requesting proposals for a consulting partner to review classifications and compensation for the Foundation's staff.

About the Bush Foundation

The Bush Foundation is a private foundation based in St. Paul, Minnesota, established in 1953 by 3M executive Archibald Bush and his wife, Edyth. We invest in great ideas and the people who power them in Minnesota, North Dakota, South Dakota and the 23 Native nations that share the same geography. The Foundation supports organizations and people to think bigger and think differently about what is possible in their communities. We work to inspire and support creative problem solving — within and across sectors — to make our region better for everyone. You can learn more about us at BushFoundation.org.

Project Background

We currently have thirty-four employees, with about two-thirds of the staff involved in grantmaking in some way. The Foundation's current grantmaking classifications (and benchmarks related to those roles) were last reviewed and standardized in 2014. Since that time, the responsibilities for some roles have changed and lines between some classifications and responsibilities have blurred. We are also heading towards a more integrated, less siloed way of working (and a new organizational structure) and are seeking expert guidance to help us as we modify current roles and create new ones.

Staffing

Three-quarters of the people working at the Foundation are currently classified in one of three roles: coordinator, program manager and director. These roles have been split into strategy-specific and subject-specific teams, with most teams consisting of one to two coordinators, one to three program managers and one to two directors. We are in the process of streamlining our grantmaking strategy and process and this structure is overly complex and segmented. We don't believe it supports our strategic or operational goals as well as it can.

Compensation

Staff salaries are set and aligned with external benchmarks with the goal of fairly valuing the contributions of our employees and staying competitive in attracting talented staff. Applicant pools for open positions have been consistently large with qualifications exceeding the minimum requirements. We typically make annual salary adjustments for cost of living. While the

Our Operating Values

Spread Optimism.

We encourage individuals and organizations to think bigger and think differently about what is possible. We are positive and supportive in our internal and external interactions.

Work Beyond Ourselves.

We actively seek opportunities to work in true collaboration with others to have more impact. We are willing to both lead and follow. We candidly share what we learn with others.

Everybody Matters.

We are a champion for both excellence and equity inside and out of the Foundation. We have fair, open, and inclusive processes. We work to raise overall quality of life while also closing opportunity and achievement gaps.

Steward Well.

We demonstrate appreciation for the Foundation's history and thoughtfully build on its legacy. We hold ourselves to high standards of integrity and accountability and conduct ourselves in a way we hope would make our founders proud.

More Good. Every Year.

We are a true learning organization and work to be smarter and more effective every year. We never lose sight of the reason we exist: to do the most possible good with the resources left to the community by Archibald G. Bush.

Foundation regularly checks the alignment of both salaries and benefits against relevant benchmarks and industry datasets and adjust as needed to stay competitive, we have not had an external review of our compensation or classifications recently.

Simplicity and Equity

We try to embed simplicity and equity in our approach to compensation. Prior to 2017, the Foundation used a matrix approach that used performance rankings and market data to determine differential percentage increases for each employee. We realized that the relatively small differentials that this approach yielded didn't justify the complexity. Key elements of our current approach include:

- All employees in a given classification are paid at the same rate regardless of tenure or experience to avoid embedding disparities in the pay structure. (In 2017, we adjusted salaries on a one-time basis to implement this policy.)
- We publicly share the salary that we will offer when we hire and we make it clear that we don't negotiate. This helps us both be transparent to applicants and to avoid pay disparities.
- Every employee is hired at 95 percent of the benchmark for their role, with an increase to 100 percent of the benchmark after a year of strong performance.
- We've equalized benchmarks between program operations and program grantmaking roles, recognizing that the critical behind-the-scenes grantmaking is as important to achieving the impact we want as the traditionally higher paid program roles.

Our organization has worked on embedding racial equity in our internal operations and our external work for years and we want the decisions we make in this work to reflect and build on that work. We invite applicants to learn more about the Foundation's equity work and approach here: <https://www.bushfoundation.org/our-equity-work>

We are looking for a consulting partner who will understand and demonstrate that the proposed work goes far beyond its technical aspects; the outcomes of this work will both support and advance our transition to a simpler, more cohesive organization — anchored in our operating values and reflecting our commitment to equity.

Project

The Foundation is seeking consulting services to review proposed and existing job classifications, staffing levels, structure, and compensation in light of our future strategic and operational goals, and provide recommendations on structure and compensation (including salary, health care, retirement and other miscellaneous benefits).

The primary points of contact will be the Talent Development Director and Talent Development Coordinator, with the regular involvement of the Foundation's President. We might ask for a presentation of the work and recommendations to our staff and/or board.

Scope of Work

We are working on revisions to our current organizational structure and will have a draft organizational chart and high-level descriptions of new or adapted roles when the consultant is engaged.

A. Scope of Services

1. Learn about the Foundation's work, culture, staffing needs and compensation philosophy and approach.

2. Staffing Review

- a. Review draft organizational structure
 - i. Provide counsel and critical feedback, based on whether the draft structure meets the Foundation's stated strategic goals. Identify comparable or relevant examples from similar organizations.
- b. For new (or significantly changed) roles and classifications, review high-level draft descriptions of responsibilities and skills.
 - i. Meet with employees (virtually) to gather input and feedback on the draft structure, classifications and roles.
 - ii. Provide counsel and critical feedback on ways to improve the draft roles and classifications, based on employee feedback and relevant examples of structures and roles from other similar organizations.
 - iii. Develop draft job descriptions and classifications for new and significantly changed roles. This would include confirming or adjusting distinguishing characteristics, essential job functions, minimum qualifications (education/experience and knowledge/skills/abilities), working conditions (physical demands, work environment and travel requirements) and certification/licenses or registrations.
 - iv. Assist in developing interview questions and process for selection.
- c. For roles and/or classifications that are not changing significantly, determine if job descriptions and classifications are accurate and complete.
 - i. If needed, meet with people in these roles to confirm or adjust distinguishing characteristics, essential job functions, minimum qualifications (education and experience and knowledge/skills/abilities), working conditions (physical demands, work environment and travel requirements) and certification/licenses or registrations.
 - ii. Suggest any needed updates to job descriptions and classifications, based on the review.

3. Compensation Review

- a. Review current pay structure and practice for disparities by race or gender and suggest appropriate remedies if found.
- b. Recommend comparable labor markets and benchmarks, including both private and public sectors.
- c. Recommend overall classification and pay structure, with attention to pay differentials and whether they are justifiable based on needed skills, experience and knowledge.
- d. Identify appropriate benchmarks for classifications and possible progression within those classifications, tied to identifiable metrics and aligned with best practice. Offer recommendations for increased progressivity within recommended pay structure. This recommendation may include recommendations for individual positions as well.
- e. Make recommendations and provide implementation strategies related to other compensation practices such as pay at hire, interim or acting pay, bonuses or others that would align with the Foundation's operating values and operational goals.
- f. Provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan.

4. Information Gathering and Communication (*assuming that all meetings are virtual*)
- a. The Consultant will meet with the President, the Talent Development Coordinator, the Talent Development Director and the Chief Financial Officer to discuss the process and work.
 - b. The Talent Development team will provide job descriptions, compensation materials and other resources that illustrate the Foundation's strategic goals and current staffing and compensation approach.
 - c. For the staffing review, the Consultant will be available for 30-minute virtual discussions with individual staff (maximum of 34). Staff may elect to meet with the Consultant in groups (by team or function) if they prefer.
 - d. The Consultant will provide regular updates on progress of the work, in a form and schedule to be decided during onboarding discussions.

Selection Criteria

Decisions will be made based on how well respondents can demonstrate:

- Experience working with philanthropic and nonprofit clients on similar work.
- Expertise in staffing and compensation models and trends in philanthropy and the nonprofit field.
- Knowledge of benefit trends and practices in philanthropy and related fields.
- Experience working collaboratively with clients, vendors and partners.
- Values and actions that align with the Foundation's operating values (<http://bfdn.org/values> – and shared on the page 1).
- Commitment to equity and anti-racism in their own operations and how they approach consulting projects.
- Staff assigned to this work have the experience needed for this specific project.
- Ability to meet the desired timeline and outcomes within a reasonable budget.

Knowledge and understanding of the Foundation's region is a benefit but not a requirement.

Proposal Requirements

Please respond to this RFP by preparing a proposal, no more than 10 pages, that addresses the following issues. If you would like us to review prepared or promotional materials, we are glad to do so, but please know that specific answers to these questions will be required in order for your proposal to be considered complete.

Tell us about your team and your organization.

- Mission, vision and values.
- Description of equity and anti-racism work in your organization, including a description of how you believe that these concepts and values apply to this engagement.
- Resume and relevant professional or consulting experience of the people that would work on this project.
- Complete the vendor information form: <http://bfdn.org/VendorForm> (PDF). This form does not count towards the 10-page maximum for your proposal.

Tell us about your experience and expertise.

- Examples of similar work that you've completed successfully, with particularly focus on your experience with other philanthropic organizations.

- Description of any particular interest or experience that make you or your firm particularly qualified for partnering with the Foundation in this work.
- Description of how your team stays connected and up to date on staffing and total compensation trends and innovations.
- At least one example of collaborative work with clients where an idea has evolved and changed as you've moved through your work on the engagement.
- Familiarity with the field of philanthropy and other organizations that you would see as useful for comparison sake and any familiarity with the Bush Foundation region.

Share your proposed timeline and communication plan.

- Outline key milestones.
- Expectations for coordination and communication with the Foundation.

References and budget

- Provide emails and phone numbers for three references who can speak to your experience doing similar work.
- Provide a budget for the proposed work, based on the timeline and level of staff engagement described. We realize that there may be a tradeoff between the speed of the engagement and the cost and invite respondents to identify cost drivers that would change if either the timeline or level of staff engagement were modified.

How to Apply

Proposals are due by 12:00 p.m. Central time on Friday, December 11, 2020. Send your proposal and Vendor Demographic Form (<http://bfdn.org/VendorForm> [PDF]) via email to talent@bushfoundation.org. Please include 'RFP response: [insert your organization's name here]' in the subject line.

If you have any questions, please contact Stephanie Andrews, Talent Development Director at sandrews@bushfoundation.org. Thank you in advance for your response and your interest in working with the Bush Foundation.

Selection and Timing

- Foundation staff will review all proposals and select finalists.
- All applicants will be notified by email whether or not they are moving forward in the process.
- Foundation staff will schedule calls with finalists to learn more about their proposal and conduct reference calls. These calls are tentatively scheduled for December 21 and 22.
- Finalists will be notified by December 28 whether or not they have been selected as a partner.
- We anticipate that work will begin in early January and conclude by the end of February 2021.