



JSI RESEARCH & TRAINING INSTITUTE, INC.

Request for Proposals (RFP)

To : Offerors
From : JSI Research & Training Institute Inc.
Subject : Global Compensation Policy and U.S Salary Structure Design

RFP Issue Date : Tuesday, September 6, 2022
RFP Closing Date : Friday, September 30, 2022
RFP Closing Time : 5:00 PM EDT
Performance Period : Selection will take place in October/November and work will begin as soon as possible.

Offerors are encouraged to read this RFP in its entirety (including any attachments), paying specific attention to the instructions and requirements included herein. Issuance of this solicitation does not in any way obligate JSI Research & Training Institute Inc., John Snow Inc., World Education Inc. (herein referred to as "JSI/WEI") to award a contract, nor will JSI/WEI pay for any costs incurred in the preparation and submission of a proposal. The agreement resulting from this RFP will be provided to the most responsive Offeror(s) whose Offer will be the most advantageous to JSI/WEI in terms of cost, functionality, and other factors as specified in this RFP.

Enclosed is a Request for Proposals (RFP). JSI and WEI invites qualified firms and organizations ("Offerors") to submit a best-price proposal for the requested services.

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The required services are described in the "**Statement of Work**" in **Attachment A**. JSI/WEI encourages your organization to indicate its interest in this RFP by submitting a proposal according to the instructions in "**Proposal Preparation Instruction**." Proposals will be evaluated based on the "**Evaluation Criteria**."

All proposals are due by the dates and times stated above. Any proposal received after the required time and date specified for receipt shall be considered late and non-responsive. Late proposals will not be evaluated.

Questions: Any questions are to be submitted **in writing** via email to the email address listed below no later than Monday, September 19, 2022, 5:00 PM EASTERN. No questions will be entertained if they are received by means other than the specified email address. No oral answers will be provided. Answers to questions JSI/WEI deems relevant to this RFP will be published on Friday, September 23, 2022, 5:00 PM EASTERN on JSI's website under "Partner with US" (<https://www.jsi.com/partner-with-jsi/solicitations/>).

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Proposal Submission: Proposals, including any attachments (limited to 6MB), should be sent electronically in PDF format to: brandon_pickens@jsi.com. Be sure to include in the subject line: Global Compensation Policy and U.S Salary Structure Design. JSI/WEI will not accept proposals received by fax.

Event	Date
RFP Issue Date	Tuesday, September 6, 2022, 12:00 AM ET
RFP Closing Date	Friday, September 30, 2022, 5:00 PM ET
Offeror's Questions Submission Deadline	Monday, September 19, 2022, 5:00 PM ET
Responses to Offeror's Questions	Friday, September 23, 2022, 5:00 PM ET

Section 1: Background and Purpose

Background

JSI Research & Training Institute, Inc., and the for-profit John Snow, Inc., are public health management consulting and research organizations dedicated to improving the health of individuals and communities in the US and around the globe.

World Education, Inc. is an education development expert who believe that everyone has the right to a high-quality education. Our work is driven by the belief that education is a powerful tool to improve the quality of life and increase economic opportunities for people worldwide. Our programs create and strengthen equitable access to services that support people's individual and collective needs—whether that's people with disabilities, those in rural communities, women, immigrants and refugees, or adults who need foundational skills. Our programs improve adult education, build early-grade literacy, help displaced people, mitigate the effects of HIV, and reduce gender-based violence. Equity and inclusion drive our work.

Purpose of Request for Proposal

The purpose of this Request for Proposal ("RFP") is to invite qualified individuals and organizations to submit a proposal for compensation services for the organizations US based team members. JSI/WEI is looking at creating a global compensation philosophy and U.S compensation structure. At this time, we are looking for a service provider to create a U.S compensation and pricing structure that creates equitability and consistency across all U.S based team members, and advise on the creation of global compensation policy and philosophy.

Section 2: RFP Conditions

JSI/WEI reserves the right to:

- Reject any or all offers and discontinue this RFP process without obligation or liability to any potential Offeror or other party.
- Accept other than the lowest price offered.
- Award a contract on the basis of initial offers received, without discussions or requests for best and final offers.
- Award more than one contract.

Nothing in this RFP is, or should be relied on by Offeror as a promise or representation by JSI/WEI. JSI/WEI does not make any representation or warranty as to the completeness of this RFP or have any liability for any representations

(express or implied) contained in, or omissions from, this RFP. This RFP and any replies to any written notifications are transmitted to the Offeror solely for the purposes of the Offeror preparing and submitting a Proposal. Each Offeror shall keep the RFP and its contents confidential and shall return the RFP (without keeping copies) to JSI/WEI if the Offeror elects not to submit a proposal, or upon being requested to do so by JSI/WEI.

Any information or materials submitted in response to this RFP and/or as a proposal (whether successful or unsuccessful) shall become the property of JSI/WEI and will not be returned.

In submitting a proposal, you must agree that your offer shall remain firm for a period of no less than **120** days from the RFP closing date.

Failure to follow the specifications and requirements provided in this RFP may result in disqualification.

Section 3: Proposal Preparation Instructions

Proposals are expected to be comprehensive and include the information set forth below. Offerors are also invited to send any additional information or supplemental material they believe will aid JSI/WEI in properly evaluating their service offerings. Please be sure to respond to each of the elements requested and frame your answers in direct response to the information being sought.

Include only your own work and no text copied from sources outside of your organization, unless those sources are adequately cited and credited. In order to be qualified for this RFP, all Offerors are requested to provide the following information, and format their proposal as follows:

1. Basic information

- Legal name, registered address, and "Remit to" mailing address, if different from registered address
- Name of authorized representative for this RFP, with telephone number(s), and e-mail address
- General information about your organization and the services it offers
- Description of relevant partnerships and business relationships
- Market presence

2. Qualifications and Capabilities

- Brief description of the organization/entity and experience in the field that illustrates overall services and capabilities to meet the terms of the RFP
- Years of relevant experience
- Staffing plan for this activity and a general overview of the expertise of the individuals included. Please include the following: name, position on your team, summary of relevant expertise and experience.
- Any plans to outsource/subcontract the services or any part thereof

3. Experience and References

- Description of relevant experience
- Document similar successfully implemented activities within the past 3 years, including the following in your description:
 - Name of client
 - Activity title
 - Synopsis of the activity and relevance to this RFP
 - Performance period (date and duration)
- Reference contact information for at least three similar projects. You may also include recommendation/appreciation letters as attachments

4. Implementation of the Statement of Work

- Detailed description of the services being offered and any information relevant to meeting the technical specifications stated in **Attachment A**
- Proposed project timeline, including total estimated hours to implement the work
- Innovative approaches or technology you plan to use

- Methodology, and reasoning behind the methodology chosen
- Provide examples of the materials and resources you will use or distribute as part of the services (if applicable)
- Post-implementation services
- Quality control plan including a description of internal review procedures that facilitate high-quality standards
- Exceptions to the RFP, additional or different ideas, in the statement of work and other requirements should be expressly noted

5. Cost Proposal

- Submit a detailed cost proposal, in U.S. dollars
- Include cost estimates for both the review total review of compensation philosophy and structure and any discount that would apply for a contract that included multiple services.

Section 4: Terms of Payment

Payment terms for the award shall be approximately net thirty (30) days after satisfactory completion of each deliverable or milestone agreed upon and established in the resulting agreement. Payment shall be made by the JSI Research & Training Institute, Inc. ("JSI") via check or electronic funds transfer/bank wire. The final payment terms in the contract will control, not this RFP. No advance payments will be provided.

Section 5: Evaluation of Proposals

Item	Requirement	Points Available
Qualifications and Capabilities	Assessment of the bidder's qualifications and capacity to complete the scope of work.	30
	Staffing plan for this activity and a general overview of the expertise of the individuals included.	
Experience and References	Demonstrated past experience implementing a similar scope of work.	20
	Assessment of reference responses.	
Implementation of the Scope of Work	Assessment of proposed approach to completing the scope of work, including project timeline.	20
	Higher scores will be awarded to methodologies that indicate a greater practical understanding of implementing the work and transparency in the analysis process.	
Cost Proposal	JSI/WEI's review of the cost proposal shall determine if the overall costs proposed are realistic for the work to be performed, reflect a correct understanding of the project requirements, and are consistent with the Offeror's technical proposal.	30
	Assessment of the overall cost of the proposal.	
Total		100 points

Attachment A: Statement of Work

JSI Research & Training Institute Inc., John Snow Inc., World Education Inc. is seeking proposals from qualified firms to conduct a benchmark compensation study and develop a comprehensive compensation plan (to include but not limited to policy, philosophy and scales), based on the results of the study. The purpose of this project is to ensure that all positions within JSI and WEI are internally equitable and externally competitive. JSI/WEI primarily implements contracts, grants, and comparative agreements from the U.S Government, private foundations, and other organizations.

JSI/WEI currently does not have a global compensation policy, global compensation philosophy, or a total U.S compensation structure that is in place for team members. JSI/WEI currently has a semi-formal structure for two position levels that are considered more entry level.

The approximate U.S team member population is 718 and another 3,531 located in over 30 countries.

JSI/WEI have offices in the following U.S locations:

- Arlington, Virginia (DC Metro)
- Atlanta, Georgia
- Berkeley, California
- Boston, Massachusetts
- Burlington, Vermont
- Concord, New Hampshire
- Denver, Colorado
- Providence, Rhode Island

In addition to the offices/states listed above, the organization(s) have telecommuters in the following locations:

- Arizona
- Connecticut
- Florida
- Hawaii
- Illinois
- Kansas
- Louisiana
- Maine
- Michigan
- Minnesota
- New Jersey
- New Mexico
- New York
- North Carolina
- Pennsylvania
- Texas
- U.S Virgin Islands
- Vermont
- Washington
- Wisconsin

Currently our primary source of market data for some positions is through the Birches Group, which provides us with market data for both the International NGO community and general Multi-Sector data. Outside of this data, there is a heavy emphasis on using internal equity to make compensation decisions.

Below are the minimum expected deliverables for this project and are not required to be completed in the order listed below:

1. Review the current compensation of all JSI/WEI staff; gain understanding of current challenges in recruiting and retaining team members.
2. Provide recommendations for comparable labor markets, including both private, nonprofit and public sector employers for compensation surveys.
3. Provide recommendations for a new compensation structure that provides:
 - a. Appropriate bands, ranges, grades, and/or zones that roles can be assigned; that aid in creating a standard framework for both internal and external consistency.
 - b. As appropriate, include a geographic based design given the overall spread of our U.S based staff population if it is necessary when looking at our labor market.
4. Provide consultative services in the development of guidelines for an global organizational compensation policy and philosophy that aids with determining the starting pay for new team members based on knowledge and experience above the minimum requirements of the position, how difficult the position is to fill, and market competitiveness.
 - a. Within the development, it must be kept in mind the funding source(s) of JSI/WEI and ways that we can stay compliant with our agreements but also a fair and equitable policy.
5. Provide consultative services to the implementation team related to key compensation practices, market demands, pay for performance, skill or certification pay (e.g., languages, certifications, etc.), special assignment pay, promotional pay, and acting assignment pay as it relates to compensation policy and philosophy.
6. Review current salaries of team members and prepare cost analysis of the implementation plan for organization review and approval to bring team members within an equitable range for the newly created structure.
 - a. Identify any outliers that create inequities and to provide a recommended corrective action plan and process to remedy these situations.
7. Provide a recommendation on job description database and pricing tools that will aid in the implementation of the compensation policy and philosophy; if this service can be provided in house please include this in the RFP for review.
8. Provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan. Maintenance should include annual activities such as market surveys and review dates.
9. Consultant to conduct a compression analysis to include any recommendations for implementation.
10. Provide a comprehensive training program for Human Resources staff to ensure a firm understanding of the new process and can act as a partner throughout the organization to explain and administer the new process and system. Please ensure this is fully indicated in the overall proposal.

A major component of this exercise is to create a more equitable compensation structure that meets the overall needs of an organization that has a population of team members that are based across the U.S. and abroad. The overall policy will need to have a global perspective, while the compensation structure (e.g., band or grades) will be for U.S Offices only.