Whitfield County, BOC
201 S. Hamilton St.
Dalton, GA 30720
Phone: 706-275-7500
RFPhr@whitfieldcountyga.com

October 23rd, 2026

Subject: Request for Proposals #RFP-HR-202601: Job Classification and Pay Study

Gentlemen/Ladies:

Whitfield County, Georgia ("the County") is soliciting sealed proposals from qualified and experienced professional consulting firms to conduct a comprehensive Job Classification and Pay Study for all County departments. The goal of this engagement is to evaluate the County's existing classification and compensation structures and provide recommendations that promote internal equity, external competitiveness, and long-term sustainability for County operations.

Firms responding to this Request for Proposals (RFP) must demonstrate experience performing similar studies for public-sector organizations, as well as the capacity to evaluate compensation systems, job classification methodologies, internal equity, and market competitiveness.

All proposals must be **sealed** and delivered to the Whitfield County Board of Commissioners office at the address below. The County requires one (1) unbound original, five (5) printed copies, and one (1) electronic copy on a USB drive.

Questions concerning this request for proposals should be addressed in writing to the Human Resources Department, via email to: RFPhr@whitfieldcountyga.com. Questions will be accepted until 3:00 PM, Friday, November 6th, 2026.

The Human Resources Department office hours are Monday through Friday 8:00am to 5:00pm excluding holidays. The office telephone number is (706) 275-7500. **Proposals will be received at the address below until 2:00pm, Friday, November 20th, 2026 in the Board of Commissioners office.** Proposals will be opened at that time, and the names of the responding companies will be read aloud.

Whitfield County, BOC
Attn: Brian McBrayer
201 S. Hamilton St.
Dalton, Georgia 30720

Proposals must be clearly marked: #RFP-HR-202601
Request for Proposals Name: Job Classification and Pay Study

Your proposal must be sealed, and should show your company's name and address. Proposals must be signed to be considered. Late proposals, faxed proposals, or emailed proposals cannot be considered.

If you download this Request for Proposals from the county's web site, it will be your responsibility to check the web site for any addenda that might be issued for this solicitation. The county cannot be responsible for a vendor not receiving information provided in any addenda.

We appreciate your interest in working with Whitfield County and look forward to receiving your submission.

Sincerely,

Jacqueline Carlo
Human Resources Director

Attachment

#RFP-HR-202601
Job Classification and Pay Study

OBJECTIVE

The objective of this Job Classification and Pay Study is to provide Whitfield County with a comprehensive, accurate, and sustainable classification and compensation system. The consultant will evaluate all existing job classifications to ensure they reflect current duties and required competencies; identify internal equity concerns and salary compression; assess the County's competitiveness within appropriate benchmark labor markets; and develop a modern, defensible pay structure supported by a financial impact analysis and implementation options. The County expects deliverables that equip Human Resources with practical tools, documentation, and methodologies that enable consistent administration, long-term maintenance, and transparent communication of classification and compensation decisions.

To achieve this objective, the project goals include establishing a classification structure that accurately reflects job responsibilities; ensuring the salary plan fairly aligns internal pay relationships and external market competitiveness; identifying and addressing inequities or structural inconsistencies; recommending clear, consistent criteria for job evaluation and placement; providing data-driven insights to support recruitment and retention; and delivering a sustainable system that can be efficiently updated over time. The goals also include providing the County with training, implementation guidance, and recommendations for future market reviews and compensation maintenance.

INTRODUCTION

Whitfield County, Georgia ("the County") is seeking proposals from qualified and experienced consulting firms to conduct a comprehensive Job Classification and Pay Study covering all County departments and all County-paid positions. The County employs approximately 800 employees across more than 200 classifications, spanning administrative, public safety, public works, technical, clerical, and professional occupations. A modern, equitable, and competitive compensation and classification structure is essential for effective recruitment, retention, fiscal stewardship, organizational alignment, and transparency.

The County's existing classification and compensation systems have evolved gradually over time. A complete professional review is necessary to ensure that job titles, descriptions, pay ranges, and internal relationships accurately reflect current duties and market conditions. Through this RFP, the County intends to engage a consultant capable of applying

industry-accepted methodologies, conducting meaningful market analyses, and delivering recommendations that support both immediate improvements and long-term sustainability.

BACKGROUND

Whitfield County, located in Northwest Georgia, provides diverse governmental services to its residents and businesses. The County workforce includes positions across Administration, Finance, Human Resources, Public Works, Engineering, Planning, Parks and Recreation, Fire, E-911, Law Enforcement, Courts, Information Technology, Tax Collection, Appraisal, Building Inspection, Environmental Services, and numerous clerical, technical, supervisory, and management roles.

All County-paid positions are included in this study, including those in elected officials' offices, public safety agencies, and operational departments. Compensation reviews are periodically required to ensure salary structures remain aligned with labor market conditions, evolving organizational needs, and fair employment practices. The County will provide the selected consultant with organizational charts, job descriptions, pay plans, personnel data, and other materials necessary to complete the study.

PURPOSE OF REQUEST FOR PROPOSALS

The purpose of this Request for Proposals is to obtain a qualified consulting firm to perform a comprehensive review of the County's job classifications and compensation systems and to provide actionable recommendations that promote fairness, consistency, competitiveness, and operational efficiency. The resulting study should:

- Promote internal equity and consistency
- Ensure external market competitiveness
- Support accurate and defensible job classification decisions
- Improve recruitment and retention of qualified employees
- Establish logical internal relationships among jobs and pay grades
- Deliver a clear, understandable, and sustainable salary structure
- Account for differences in job responsibilities, skills, working conditions, and other compensable factors
- Provide a structure Human Resources can maintain after implementation

The County expects objective, professional analysis based on widely accepted best practices and in compliance with federal and state regulations.

ANTICIPATED SCHEDULE OF EVENTS

Activity	Target Date
Issue Request for Proposals	Friday, October 23rd, 2026
Deadline for Questions	3:00 P.M., Friday, November 6th, 2026
Proposals Due	2:00 P.M., Friday, November 20th, 2026
Board Award of RFP (Tentative)	6:00 P.M., Monday, December 14th, 2026

SCOPE OF WORK

The selected consultant shall perform a comprehensive review and analysis of Whitfield County's job classification and compensation systems. The County expects a clearly documented, data-driven methodology that incorporates industry best practices, ensures internal equity, supports external competitiveness, and results in a sustainable structure that Human Resources can administer and maintain over time. At a minimum, the Scope of Work shall include the following components:

1. Review of Existing Classification and Compensation Systems

The consultant shall conduct a thorough assessment of the County's existing classification and compensation framework, including:

- Current classification plan, job titles, and job descriptions
- Existing salary plan, pay grades, ranges, and progression mechanisms
- Policies and practices affecting job classification and pay administration
- Organizational structures and reporting relationships
- Identification of outdated or inconsistent classifications and overlapping duties
- Determination of when positions require classification versus salary adjustments

The consultant shall provide recommendations to modernize and standardize the County's classification system.

2. Job Analysis

The consultant shall perform a comprehensive job analysis using recognized and appropriate methodologies. Methods may include:

- Employee questionnaires
- Position description questionnaires
- Job audits and desk reviews
- Employee, supervisor, and department head interviews
- Focus groups
- Review of organizational charts and functional workflows

• Validation of required education, certifications, skills, and competencies
The consultant shall clearly document the job analysis methodology and ensure consistency across departments.

3. Classification System Review and Recommendations
The consultant shall evaluate the County's current classification structure and provide recommendations related to:
• Job titles, job families, and classification groupings
• Career progression and logical tiering
• Minimum qualifications and essential job functions
• Supervisory responsibilities and leadership levels
• Knowledge, skills, and abilities
• Working conditions, physical requirements, and FLSA considerations
• Consolidation, separation, or creation of classifications
The consultant shall identify classifications that are accurately structured and those requiring modification or reclassification.

4. Job Evaluation Methodology
The consultant shall recommend and apply an objective, defensible job evaluation methodology based on appropriate compensable factors such as:
• Knowledge, education, and experience
• Complexity and problem-solving
• Decision-making and accountability
• Supervisory or fiscal responsibility
• Organizational impact
• Working conditions and physical demands
• Required licenses or certifications
• Level of public contact
All factor weighting and scoring must be clearly documented to ensure HR can maintain the system.

5. Internal Equity Analysis
The consultant shall analyze internal compensation relationships and identify issues including:
• Salary compression
• Pay inequities
• Inappropriate salary overlaps
• Inconsistent treatment of similar roles

• Misalignment within career paths
• Overvalued or undervalued positions
Specific corrective recommendations must be provided.

6. External Market Compensation Study
The consultant shall develop and conduct a market compensation survey with the following responsibilities:
• Recommending appropriate benchmark employers, subject to County approval
• Identifying relevant labor markets for public safety, administrative, and technical roles
• Collecting reliable and documented wage and salary data
• Benchmarking classifications to comparable positions
All data sources and comparison methodologies must be transparent and provided to the County.

7. Market Position Recommendations
The consultant shall provide recommendations regarding the County's desired compensation market position, including whether to target:
• Market average
• Market median
• Specific percentile
• Differentiated positions for select occupational groups
The consultant shall explain the financial and operational implications of each option.

8. Pay Plan Development
Based on analysis findings, the consultant shall develop a recommended compensation structure including:
• Pay grades and salary ranges (minimum, midpoint, maximum)
• Range spreads and grade relationships
• Recommended placement of classifications within the structure
• Treatment of employees below minimum or above maximum
• Strategies to mitigate compression
• Promotion, demotion, hiring, and in-range adjustment guidelines
• Reclassification procedures
The methodology for range development must be fully documented.

9. Classification-to-Grade Assignment
The consultant shall assign each County classification to the recommended pay

structure and provide a complete listing showing:
• Current grade and range
• Recommended grade and range
• Recommended action (retain, reclassify, consolidate, split, retitle, create, eliminate)

10. Individual Employee Pay Analysis
The consultant shall analyze individual pay placement and identify employees who are:
• Below the proposed minimum
• Above the proposed maximum
• Misaligned with market or internal equity
• Affected by proposed changes in classification or pay structure
Recommendations for corrective adjustments shall be included.

11. Implementation Cost Analysis
The consultant shall provide a complete financial impact assessment including:
• Cost to bring employees to minimum
• Costs by department and classification
• Total annualized fiscal impact
• Payroll-related cost implications
• Phased implementation options
At least three scenarios shall be provided (e.g., full implementation, phased implementation, priority correction).

12. Employee Participation
The consultant shall propose and conduct appropriate methods of gathering employee input, which may include surveys, interviews, questionnaires, or focus groups. Results shall be summarized for County review.

13. Human Resources Involvement
The consultant shall collaborate closely with Human Resources and meet at project initiation to define roles, responsibilities, communication protocols, data requirements, and review timelines. The consultant remains responsible for obtaining reliable external market data.

14. Legal and Compliance Review
All recommendations must comply with relevant federal and state laws and consider:
• FLSA exemption status
• Pay equity requirements

• ADA-related job requirements
• Wage and hour regulations
Legal questions requiring interpretation shall be referred to the County Attorney.

15. Ongoing Administration and Maintenance
The consultant shall provide procedures and tools for long-term administration of the classification and compensation system, including:
• Review of new or revised positions
• Reclassification request processes
• Salary range update methodologies
• Periodic market review guidelines
• Internal equity maintenance procedures
An electronic Compensation Maintenance Manual shall be provided.

16. Optional Annual Salary Survey
The consultant may propose an annual salary survey service, detailing methodology, scope, employer groups, data collection frequency, and annual cost.

17. Training
The consultant shall provide training to HR and designated County management covering:
• Classification system use and maintenance
• Job evaluation methodology
• Reclassification procedures
• Market review processes
• Compensation administration
Training materials must be provided electronically and be fully reproducible.

18. Required Deliverables
The consultant shall provide all items necessary to complete the study, including:
• Work plan and schedule
• Detailed methodology
• Job analysis tools and results
• Market survey data
• Internal equity analysis
• Recommended classification and compensation structures
• Employee impact analysis
• Implementation cost scenarios

- Maintenance manual
- Progress reports
- Draft and final reports
- Presentations to County leadership

PROPOSAL RESPONSE REQUIREMENTS

Proposals submitted in response to this RFP must be complete, well-organized, and provide sufficient information to enable the County to evaluate the firm's qualifications, methodology, and ability to successfully complete the scope of work. At a minimum, proposals must include the following components:

1. Firm Information

Proposers shall provide general information about the firm, including:

- Legal name and physical/mailing address
- Telephone number and email address
- Primary point of contact for this proposal
- Years in business and relevant areas of practice
- Experience conducting comparable classification and compensation studies
- Experience working with local governments and Georgia public entities
- Experience with organizations similar in size and complexity to Whitfield County
- Ownership structure and office responsible for project delivery
- Relevant certifications, accreditations, or professional affiliations
- Identification of any subcontractors to be used (if applicable)

2. Understanding of the Project

Proposers shall demonstrate their understanding of:

- The County's objectives and goals for the study
- Anticipated challenges or considerations based on the County's size, structure, and workforce
- The importance of internal equity, market competitiveness, and sustainable pay administration

This section should reflect the proposer's comprehension of the County's needs and expectations.

3. Proposed Methodology

Proposers shall describe in detail the methodology they intend to use to complete each

component of the Scope of Work, including but not limited to:

- Job analysis approach
- Classification evaluation methodology
- Job evaluation tools and scoring factors
- Market survey methodology and comparison group selection
- Internal equity analysis techniques
- Development of compensation structures and salary ranges
- Employee involvement processes
- Financial impact analysis methods
- Recommended implementation strategies
- Long-term maintenance guidance

A clear description of how consistency, objectivity, and defensibility will be ensured throughout the study must be included.

4. Project Team

Proposals shall identify all personnel assigned to the project, including:

- Project manager
- Key consultants and subject matter specialists
- Roles and responsibilities of each team member

Resumes must be included and should highlight:

- Relevant experience with similar studies
- Education, certifications, and professional qualifications
- Government and public-sector experience

Any changes in key personnel after award require County approval.

5. Government Experience and References

Proposers must provide a list of governmental clients for whom similar work has been completed within the last five (5) years. For each client, provide:

- Governmental entity name
- Contact person and title
- Telephone number and email address
- Approximate employee count or organizational size
- Year(s) services were performed
- Description of services provided

The County reserves the right to contact any or all references.

6. Project Schedule

Proposals shall include a detailed project schedule identifying:

• Major milestones
• Estimated durations
• Completion dates
• Anticipated data needs from the County
• Any critical path dependencies

The schedule must reflect the proposer's capacity to complete the project within the anticipated timeframe.

7. Deliverables

Proposers shall clearly identify all deliverables to be provided, including:

• Job analysis tools and summaries
• Classification structure recommendations
• Job evaluation methodology and documentation
• Market survey methodology and data
• Pay plan recommendations
• Employee impact analysis
• Implementation cost scenarios
• Compensation maintenance manual
• Draft and final reports
• Presentation materials
• Training materials

All deliverables must be provided in electronic format unless otherwise specified.

8. Exceptions

Proposers must identify any exceptions to the requirements of this RFP. Exceptions must:

• Be clearly presented in a dedicated section
• Include rationale for each proposed modification
• Identify any impact on costs, scope, or scheduling

Unlisted exceptions will not be considered after proposal submission.

9. Fee Proposal (Submitted Separately)

Proposers shall submit a detailed fee proposal in a separate sealed envelope clearly labeled:

"Cost Proposal – RFP-HR-202601"

The fee proposal must:

• Itemize costs for each major project phase
• Identify optional services separately
• Include costs for travel, materials, or reimbursable expenses

• Provide pricing for optional annual salary survey services
• Clearly state assumptions upon which pricing is based
The County may negotiate final scope and fees with the selected proposer.

10. Required Forms
Proposers must include the following completed forms, located in the Attachments section of this RFP:
• Proposal Checklist
• Company Information Form
• Affidavit under O.C.G.A. § 13-10-91 (E-Verify)
• Exceptions Form (if applicable)
• References Form
• Addenda Acknowledgment Form (if issued)
Incomplete proposal packages may be deemed non-responsive.

PROPOSAL SUBMISSION INSTRUCTIONS

All proposals must be sealed and delivered to the address below no later than:

2:00 PM, November 20th, 2026
Whitfield County Board of Commissioners
Attn: Brian McBrayer
201 S. Hamilton Street
Dalton, Georgia 30720

Proposals received after the deadline, including late deliveries by mail or courier, will not be considered. Faxed or emailed submissions cannot be accepted.

1. Submission Format
Proposers must submit the following:
• One (1) unbound original
• Five (5) printed copies
• One (1) electronic copy on a USB drive (PDF format preferred)
All materials must be enclosed in a single sealed package clearly marked:
"RFP-HR-202601 – Job Classification and Pay Study"
[Proposer's Name and Address]
The Cost Proposal must be submitted in a separate sealed envelope inside the main package. The envelope must be labeled: "Cost Proposal – RFP-HR-202601"

2. Addenda
If the RFP is downloaded from the County website, it is the proposer's responsibility to check the website for any addenda. Proposers must acknowledge all addenda using the required form included in this RFP.

3. Proposal Signatures
The proposal must be signed by an authorized representative of the firm. Unsigned proposals may be deemed non-responsive.

4. Questions Regarding the RFP
Questions must be submitted in writing via email to:
RFPhr@whitfieldcountyga.com
No later than 3:00 PM, Friday, November 6, 2026.
Responses to questions will be provided through written addenda posted on the County website.
(https://www.whitfieldcountyga.com/government/departments/finance/bids,_rfp_s_and_auctions.php) The County is not responsible for a proposer's failure to receive addenda information.

5. Public Opening
A public opening may be held immediately following the submission deadline. Only the names of submitting firms will be read aloud. No evaluation or ranking will occur at that time.

6. Responsibility of the Proposer
It is the proposer's responsibility to:
• Ensure timely delivery
• Review the entire RFP and all addenda
• Provide complete and accurate information
• Submit all required forms and documents
Failure to comply may result in disqualification.

EVALUATION AND SCORING CRITERIA

Proposals will be evaluated by a County evaluation committee using the criteria below. The County may request interviews, presentations, clarifications, or additional information from proposers as needed. The County reserves the right to negotiate with the highest-ranked proposer.

The evaluation criteria and point values are:

1. Understanding of the Project – 25 Points
Evaluates the proposer's comprehension of the County's goals, challenges, workforce complexities, and desired outcomes, as demonstrated through narrative responses and methodology descriptions.

2. Proposed Methodology – 30 Points
Assesses the clarity, appropriateness, and defensibility of the proposed approach, including:
• Job analysis methods
• Classification and job evaluation techniques
• Market survey approach
• Internal equity analysis
• Pay plan development
• Implementation strategies

3. Firm Qualifications & Experience – 20 Points
Considers the firm's:
• Experience with similar studies in comparable organizations
• Public sector and Georgia local government experience
• Demonstrated ability to deliver sustainable compensation structures

4. Project Team & Staffing – 15 Points
Evaluates:
• Expertise of assigned personnel
• Role clarity and staffing structure
• Relevant certifications and qualifications
• Experience managing similar projects

5. Proposed Schedule – 10 Points
Assesses the proposer's ability to:
• Meet the County's desired timeline
• Deliver realistic milestones and work plans
• Effectively manage project sequencing
Subtotal Technical Score: 100 Points

6. Cost Proposal – 20 Points (Evaluated Separately)
The cost proposal will be evaluated after the technical evaluation. Points will be awarded using a comparative variance formula, with the lowest responsible price receiving the maximum score.
The cost score is separate from the technical score. Final ranking will reflect a combined total score based on:
Technical Score (80%) + Cost Score (20%) = Final Score

7. Presentations or Interviews (Optional) — Up to 20 Additional Points
If the County elects to conduct interviews or request presentations:
• Only short-listed firms will be invited
• Presentations will be scored
• Presentation scores may adjust final rankings
The County reserves the right not to conduct interviews.

8. Best-Value Consideration
The County will award the contract to the proposer whose overall offer is deemed most advantageous, considering:
• Quality and completeness of proposal
• Technical competency
• Total cost and cost-effectiveness
• Ability to meet project deadlines
• Overall suitability for County requirements

GENERAL TERMS AND CONDITIONS
Request for Proposals #RFP-HR-202601: Job Classification and Pay Study

1. **Definitions:** The term "contractor" as used herein and elsewhere in these Terms and Conditions shall be used synonymously with the terms “consultant” or “successful offeror.” The term "County" shall mean Whitfield County, Georgia.

2. **Preparation of Offers:** It shall be the responsibility of the offeror to examine specifications, scope of work, schedule and all instructions that are part of this request for proposal. Failure to observe any of the instructions or conditions in this request for proposal may result in rejection of the offer.

   All of the specifications and information contained in this request for proposal, unless specifically excepted in writing by the offeror and such exceptions being included with the offer, will form the basis of the contract between the successful offeror and the county. The offeror should take care to answer all questions and provide all requested information.

3. **Submission of Offers:** Offerors must submit their proposal, along with any amendments issued by the county, in a sealed opaque envelope with the following information written on the outside of the envelope:

   a. The offeror’s company name,
   b. The Request for Proposals (RFP) number: **RFP-HR-202601**, and
   c. The “reference” which is **Job Classification and Pay Study**

   Price schedules shall be placed in an additional sealed opaque sealed envelope, identified as the price schedule, and enclosed in the sealed envelope with the proposal.

   Mail or deliver one (1) unbound original proposal (paperclip or binder clip acceptable, no staples), signed in ink by a company official authorized to make a legal and binding offer, five (5) paper copies, and a copy on a flash drive to:

   Whitfield County, BOC
   Attn: Brian McBrayer
   201 S. Hamilton St.
   Dalton, GA 30722

4. **Timely Receipt**: Offers not received by the time and date of the scheduled proposal opening will not be considered, unless the delay is a result of action or inaction of the county.

5. **Costs of Proposal Preparation**: Costs incurred to prepare a proposal are solely those of the proposer. Nothing contained within this RFP is indicative of an intent by the government entity to reimburse the proposer, in whole or in part, for any costs associated with preparation, submission, or presentation of proposals.

6. **Open Offer**: The offer, once submitted and opened, shall remain open for acceptance for a period of at least ninety(90) days from the date of the opening unless this time-frame is specifically excepted to in your offer.

7. **Corrections or Withdrawals:** The offeror may correct a mistake, or withdraw a proposal before the proposal opening date by sending written notification to the notification email address. Proposals may be withdrawn after the opening only with written authorization from the Human Resources Director.

   The county reserves the right to waive any defect or irregularity in any proposal received. In case of discrepancy between the unit price and the extended or total price, the unit price shall prevail.

8. **Trade Secrets – Confidentiality:** If any person or entity submits a bid or proposal that contains trade secrets, an affidavit shall be included with the bid or proposal. The affidavit shall declare the specific included information which constitutes trade secrets. Any trade secrets must be either (1) placed in a separate envelope, clearly identified and marked as such, or (2) at a minimum, marked in the affidavit or an attached document explaining exactly where such information is, and otherwise marked, highlighted, or made plainly visible. See Georgia law at O.C.G.A. § 50-18-72 (A)(34).

9. **Site Conditions**: Offerors are urged to visit the site to familiarize themselves with site conditions. Upon submission of an offer, it is understood that the offeror is acknowledging his acceptance of all site conditions.

10. **References**: Offerors shall submit with proposals a list of three (3) jobs the offeror has done that are of the same or similar nature to the work described herein. For each job listed include a brief description of the work, a contact person, mailing address, valid telephone number, email address and the date job was completed.

11. **Ethics in Public Contracting:** Consultants specifically certify by submitting their proposal that they are not in violation of the Official Code of Georgia Annotated, Sections 16-10-2 and 16-10-22, for acts of bribery and/or conspiracy in restraint of free and open competition in transactions with state or political subdivisions. Consultants contracting with the State of Georgia (as defined in the Official Code of Georgia Annotated, Section 45-10-20) further certify that Official Code of Georgia Annotated, Title 45, Chapter 10, Article 2, which prohibits certain public officials and employees of the State of Georgia from transacting business with certain state agencies, has not been and will not be violated in any respect by execution of this proposal and any contract resulting therefrom.

12. **Ethics – Disclosure of Relationships**: Before a proposed contract is recommended for award to the Board of Commissioners or the County Administrator, or before the County renews, extends, or otherwise modifies a contract after it has been awarded, the consultant must disclose certain relationships with any County Commissioner or County Official, or their spouse, mother, father, grandparent, brother, sister, son or daughter related by blood, adoption, or marriage (including in-laws). A relationship that must be reported exists if any of these individuals is a director, officer, partner, or employee, or has a substantial financial interest in the business, as described in Fayette

County Ordinance Chapter 2, Article IV, Division 3 (Code of Ethics).

If such relationship exists between your company and any individual mentioned above, relevant information must be presented in the form of a written letter to the Finance Director. You must include the letter with any bid, proposal, or price quote you submit to the Finance Department.

In the event that a consultant fails to comply with this requirement, the County will take action as appropriate to the situation, which may include actions up to and including rejection of the bid or offer, cancellation of the contract in question, or debarment or suspension from award of a County contract for a period of up to three years.

13. **Evaluation of Offers:** The evaluation of offers and the determination as to acceptability of services offered shall be the responsibility of the county. Accordingly, to insure that sufficient information is available, the offeror may be required to submit literature, samples, or other information prior to award. The county reserves the right to obtain clarification or additional information from any firm regarding its proposal. The county reserves the right to select a responsive, responsible firm on the basis of best value that is deemed to be most advantageous to the owners. The county further reserves the right to reject any proposal, or all proposals, and to re-release the request for proposals.

14. **Non-Collusion:** By responding to this request for proposals, the offeror shall be deemed to have represented and warranted that the proposal is not made in connection with any other offeror submitting a separate response to this request for proposals, and is in all respects fair and without collusion or fraud.

15. **Debarment Status**: By submitting their proposals, all consultants certify that they are not currently debarred from submitting bids or proposals on contracts by any agency of the State of Georgia or the federal government, nor are they an agent of any person or entity that is currently debarred from submitting bids on contracts by any agency of the State of Georgia or the federal government.

16. **Ability to Perform:** The offeror may be required, upon request, to provide to the satisfaction of the county that he/she has the skill, experience and the necessary facilities, as well as sufficient financial and human resources, to perform the contract in a satisfactory manner and within the required time. If the available evidence is not satisfactory to the county, the county may reject the offer.

17. **Notice to Proceed**: The County shall not be liable for payment of any work done or any costs incurred by any offeror prior to the county issuing a written notice to proceed.

18. **Term of Contract**: The contract term shall begin upon execution and continue through project completion. Any optional services, annual surveys, or maintenance components shall be contracted separately at the County's discretion.

19. **Payment Terms**: The government entity will make payment within 30 days of receipt of a proper invoice for interim and final billings, provided that the billing has been approved by the government entity.

20. **Unavailability of Funds**: This contract will terminate immediately and absolutely at such time as appropriated and otherwise unobligated funds are no longer available to satisfy the obligations of the county under the contract.

21. **Severability**: The invalidity of one or more of the phrases, sentences, clauses or sections contained in the contract shall not affect the validity of the remaining portion of the contract. If any provision of the contract is held to be unenforceable, then both parties shall be relieved of all obligations arising under such provision to the extent that the provision is unenforceable. In such case, the contract shall be deemed amended to the extent necessary to make it enforceable while preserving its intent.

22. **Indemnification**: The consultant shall defend, indemnify and save the county and all its officers, agents and employees harmless from all suits, actions, or other claims of any character, name and description brought for or on account of any injuries or damages received or sustained by any person, persons, or property on account of any negligent act or fault of the successful offeror, or of any agent, employee, subcontractor or supplier in the execution of, or performance under, any contract which may result from proposal award. The consultant shall pay any judgment with cost which may be obtained against the county growing out of such injury or damages.

23. **Professional/Workers Comp Insurance**: The consultant shall be required at all times during the term of this agreement to subscribe and comply with the Workers' Compensation laws of the State of Georgia and to save harmless the government entity from any and all liability from or under said act. The consultant firm selected must present proof of professional liability insurance, covering wrongful acts including errors and omissions, in a minimum amount of $1,000,000. The consultant firm must also provide a certificate of insurance showing that the firm has worker's compensation insurance in place.

24. **Social Security / Employment Taxes**: The consultant shall be and remain an independent contractor with respect to all services performed hereunder and shall accept full exclusive liability for the payments of any and all contributions or taxes for Social Security, Unemployment Benefits, pensions, and annuities now or hereafter imposed under any State or Federal laws which are measured by the wages, salaries, or other remuneration paid to persons employed by the consultant on work performed under the terms of this agreement.

25. **Federal or State Laws**: The consultant further shall obey or satisfy all lawful rules, regulations, and requirements issued or promulgated under said respective laws by any duly authorized State or Federal officials. The consultant shall indemnify and save harmless the government entity from any contributions, taxes, or liability referred to in this article.

26. **Non-Assignment**: Assignment of any contract resulting from this request for proposal will not be authorized without prior written consent from the county.

27. **Changes to the Contract**: The government entity may order changes within the general scope of the contract at any time by written notice to the consultant. Changes within the scope of the contract include, but are not limited to, things such as the place of delivery. The consultant shall comply with the notice upon receipt. The consultant shall be compensated for any additional costs incurred as the result of such order and shall give the government entity a credit for any savings. Said compensation shall be determined by mutual agreement between the government

entity and the consultant in writing.

28. **Termination for Cause**: The County may terminate the contract for cause by sending written notice to the consultant of the consultant's default in the performance of any term of this agreement. Termination shall be without prejudice to any of the county's rights or remedies by law.

29. **Termination for Convenience**: The County may terminate the contract for its convenience at any time with 10 days' written notice to the consultant. In the event of termination for convenience, the county will pay the consultant for services performed. The county will compensate partially completed performance based upon a signed statement of completion submitted by the consultant, which shall itemize each element of performance completed.

30. **Force Majeure**: Neither party shall be deemed to be in breach of the contract to the extent that performance of its obligations is delayed, restricted, or prevented by reason of any act of God, natural disaster, act of government, or any other act or condition beyond the reasonable control of the party in question.

31. **Governing Law**: This agreement shall be governed in accordance with the laws of the State of Georgia. The parties agree to submit to the jurisdiction in Georgia, and further agree that any cause of action arising under this agreement shall be required to be brought in the appropriate venue in Whitfield County, Georgia.

SPECIAL TERMS AND CONDITIONS

Request for Proposals #RFP-HR-202601: Job Classification and Pay Study

1. **Project Coordination and County Responsibilities**
   Whitfield County will designate a Project Manager within the Human Resources Department who will serve as the primary contact for the consultant.
   The County will provide, in a timely manner:
   • Access to job descriptions, organizational charts, pay data, and personnel records
   • Assistance in scheduling employee interviews, surveys, and focus groups
   • Clarification and review of draft deliverables
   • Coordination across County departments and elected offices

2. **Employee Participation Protocols**
   The consultant shall conduct employee engagement activities (e.g., questionnaires, interviews, focus groups) in a way that:
   • Minimizes disruption to County operations
   • Ensures confidentiality of employee responses
   • Accommodates employees across all schedules and locations
   • Uses methods approved by the County before deployment
   Employee participation must inform—but not dictate—the consultant's professional recommendations.

3. **Data Security and Confidentiality Requirements**
   Because this project involves access to personnel-related information, the consultant shall implement appropriate data protection measures, including:
   • Securing confidential employee information
   • Restricting access to authorized project personnel
   • Encrypting data stored or transmitted electronically
   • Ensuring safe disposal of confidential materials after retention deadlines
   No personally identifiable information may be disclosed to third parties without County authorization.

4. **On-Site Meetings and Workspace**
   When on-site work is required (interviews, focus groups, leadership briefings), the County will provide reasonable workspace.
   The consultant is responsible for:
   • Scheduling meetings through the County's Project Manager
   • Ensuring professional conduct during employee interactions
   • Bringing necessary equipment and materials

5. **Standards of Professional Practice**
   The consultant shall perform all services consistent with:
   • Accepted public-sector job evaluation methodologies
   • Compensation analysis best practices
   • Professional HR standards (e.g., IPMA-HR, WorldatWork)
   • Legal requirements applicable to classification systems
   The consultant must maintain defensible documentation of all methodologies used.

6. **Deliverable Format and Accessibility**
   All deliverables must be provided in both:
   • PDF format (final)
   • Fully editable formats (e.g., Word, Excel)
   All tools, models, spreadsheets, and calculation sheets must be delivered in editable form to ensure HR can maintain the system after implementation.

7. **County Ownership of All Work Product**
   All work produced under this contract—including job descriptions, evaluation tools, pay structures, databases, survey materials, manuals, and reports—becomes the exclusive property of Whitfield County.
   The consultant may retain copies for professional purposes but may not use or distribute materials developed for the County without written permission.

8. **Required Training and Knowledge Transfer**
   The consultant shall provide training to Human Resources staff and designated County personnel to ensure successful long-term administration of the classification and compensation system.
   Training must include:
   • Job evaluation methodology
   • Pay plan administration
   • Market review processes
   • Reclassification processes
   • Use of tools, models, and maintenance manuals
   Training materials must be in reproducible electronic format.

9. **Quality Assurance and Revision Requirements**
   The County will review draft deliverables and provide feedback.
   The consultant must:
   • Address identified errors, inconsistencies, or deficiencies
   • Revise deliverables at no additional cost when revisions relate to contract requirements
   • Ensure final products meet professional and contractual standards

10. **Project Timeline Compliance and Adjustments**
    The consultant must adhere to the agreed-upon project schedule.
    Adjustments may be required due to operational needs.
    Timeline revisions must be mutually agreed upon in writing.

11. Optional Annual Maintenance Services

If the consultant offers optional services (e.g., annual salary survey, ongoing compensation support), the County may contract separately for such services at its discretion.

Whitfield County, Georgia
Checklist of Required Documents

(Please Return This Checklist with your proposal and the Required Documents in the order listed below; see pg. 13 #10)

RFP-HR-202601: JOB CLASSIFICATION AND PAY STUDY

Company Information Form _____

Completed Proposal Response _____

Contractor Affidavit under O.C.G.A. § 13-10-91(b)(1) _____

List of exceptions, if any – on the form provided _____

References – on the form provided _____

Proposed Project Schedule _____

Signed addenda to the RFP, if any are issued _____

Pricing shall be submitted in a separate, sealed envelope as stated in the General Terms and Conditions section of the Request for Proposals.

COMPANY'S NAME: _____

RFP-HR-202601: JOB CLASSIFICATION AND PAY STUDY
COMPANY INFORMATION

COMPANY

Company Name: _____

Physical Address: _____

_____

Mailing Address (if different):_____

_____

AUTHORIZED REPRESENTATIVE

Signature: _____

Printed or Typed Name: _____

Title: _____

Email Address: _____

Phone Number: _____ Fax Number: _____

PROJECT CONTACT PERSON

Name: _____

Title: _____

Office Number: _____ Cellular Number: _____

Contractor Affidavit under O.C.G.A. § 13-10-91(b)(1)

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services on behalf of Whitfield County, Georgia has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period and the undersigned contractor will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the contractor with the information required by O.C.G.A. § 13-10-91(b). Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

_____
Federal Work Authorization User Identification Number

_____
Date of Authorization

_____
Name of Contractor
 # RFP-HR-202601: JOB CLASSFICATION AND PAY STUDY
Name of Project
Whitfield County, GA
Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on _____, ____, 2026 in (city) _____, (state) _____

_____
Signature of Authorized Officer or Agent

_____
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME

ON THIS THE _____ DAY OF _____, 2024.

_____
NOTARY PUBLIC

My Commission Expires:

EXCEPTIONS
RFP-HR-202601: JOB CLASSIFICATION AND PAY STUDY

If there are exceptions or clarification(s) taken to the specifications of this proposal, use this sheet and list the item(s) to which you take exception. Any exception(s) shall be explained in full.

COMPANY'S NAME_____

REFERENCES

RFP-HR-202601: JOB CLASSIFICATION AND PAY STUDY

Please list ten (10) references for current or recent customers who can verify the quality of service your company provides. Projects of similar size and scope are preferable.

1. Government/Company Name _____

City & State _____

Contact Person and Title_____

Phone _____ Email _____

2. Government/Company Name _____

City & State _____

Contact Person and Title _____

Phone _____ Email _____

3. Government/Company Name _____

City & State _____

Contact Person and Title _____

Phone _____ Email _____

4. Government/Company Name _____

City & State _____

Contact Person and Title _____

Phone _____ Email _____

5. Government/Company Name _____

City & State _____

Contact Person and Title _____

Phone _____ Email _____

6. Government/Company Name _____

City & State _____

Contact Person and Title_____

Phone _____ Email _____

7. Government/Company Name _____

City & State _____

Contact Person and Title _____

Phone _____ Email _____

8. Government/Company Name _____

City & State _____

Contact Person and Title _____

Phone _____ Email _____

9. Government/Company Name _____

City & State _____

Contact Person and Title _____

Phone _____ Email _____

10. Government/Company Name _____

City & State _____

Contact Person and Title _____

Phone _____ Email _____

COMPANY'S NAME_____

ATTACHMENT A: COUNTY WORKFORCE OVERVIEW

1. Whitfield County, Georgia ("the County") is located in Northwest Georgia and provides a wide range of governmental services to its residents, businesses, and visitors. The County employs approximately 800 total employees, including 745 full-time staff, across roughly 200 job classifications.
2. The County's workforce spans a diverse set of functional areas, including but not limited to:

- Administration
- Finance and Accounting
- Human Resources
- Public Works
- Roads and Maintenance
- Engineering
- Planning and Development
- Parks and Recreation
- Fire Services
- 911 Communications
- Law Enforcement
- Courts and Judicial Support
- Information Technology
- Tax Collection
- Property Appraisal
- Building and Inspections
- Environmental and Regulatory Services
- Clerical and Administrative Support
- Technical, Supervisory, and Management Roles

3. All County-paid positions are included in this study, including those within departments overseen by elected officials (e.g., Sheriff, Courts, Tax Commissioner).
4. Whitfield County currently utilizes a grade-ordered pay plan for all job classifications. The County recognizes the need for regular and comprehensive reviews to ensure its classification and compensation systems reflect evolving workforce needs, market conditions, and recruitment/retention challenges.
5. The County will provide the consultant with access to organizational charts, job descriptions, pay structures, personnel data, and other necessary background information to support this study.

ATTACHMENT B: DATA TO BE PROVIDED BY THE COUNTY

Whitfield County will provide reasonable cooperation and timely access to information necessary for the consultant to complete the Job Classification and Pay Study. Available data will include, but may not be limited to, the following:

1. Organizational Information

- Current organizational charts for all departments
- Reporting structures and departmental functions
- Position control or staffing lists

2. Job Classification Information

- Current job descriptions for all County-paid positions
- Current classification titles and job families (where applicable)
- Minimum qualifications and required credentials
- FLSA designation for each classification

3. Compensation Data

- Current pay plan, including grades and ranges
- Salary data for all employees
- Internal equity or compression concerns previously identified
- Relevant pay policies (hiring rates, promotional rules, etc.)

4. Personnel and Workforce Data

- Employee demographic information relevant to the study
- Position history or reclassification history (if available)
- Roster reports by department

5. Policies and Procedures

- Personnel policies related to job classification, compensation, and employment practices
- Performance evaluation processes (if applicable)
- Policies affecting pay progression, stipends, on-call pay, incentives, etc.

6. Financial and Budget Data

- Budget information necessary to evaluate fiscal impacts of recommended adjustments
- Information related to past pay plan changes

7. Additional Data Upon Request

The County will provide other existing information reasonably required by the consultant, including:

- Access to employees for interviews, focus groups, or job audits
- Historical documentation relevant to prior studies or reorganizations
- HRIS or payroll data extracts

The consultant shall identify any additional information needed at project initiation and throughout the project timeline.

COMPANY'S CERTIFICATION STATEMENT

I (we) certify that the information contained herein is true and correct to the best of my (our) knowledge, and that the person submitting the RFP on behalf of the proposer has the authority to submit this RFP and make all representations contained herein. I (we) understand that the inclusion of false information may result in rejection of the proposal submitted in response to this RFP.

_____ _____

Contractor Firm Name Date

_____

Signature of Preparer

ATTACHMENT C
PRICING SHEET
RFP-HR-202601: JOB CLASSIFICATION AND PAY STUDY

Phase Description	Proposed Fee
Project Initiation/Data Collection	
Job Analysis/Classification Review	
Market Compensation Survey	
Job Evaluation/Pay Structure	
Implementation/Fiscal Analysis	
Final Report/Presentation	
Training/Maintenance	
Optional Salary Survey	
Optional Services	
TOTAL	$

COMPANY'S NAME: _____