

November 27, 2024**Addendum No. 02****File Reference Number: RFP 2024 019****Title: Non-Union Salary Structure and Compensation Review****RE: Clarifications/Questions**

Please refer to the following information / clarifications:

Item 01: The RFP indicates 140 Individual Contributor Positions. What percentage (%) of this total represents multi-incumbent jobs versus single incumbent jobs?

Answer: Approximately 60% single incumbent and 40% multi-incumbent.

Item 02: The RFP indicates 114 Management Positions. What percentage (%) of this total represent multi-incumbent jobs versus single incumbent jobs.

Answer: Approximately 80% single incumbent and 20% multi-incumbent.

Item 03: Can you share when the ONTC conducted the last Compensation market review?

Answer: A market analysis was conducted in 2024 and rates were updated accordingly.

Item 04: Can you share when the ONTC last adjusted the salary ranges and structure? What was the trigger? Is this an annual process?

Answer: A broad update of structure and design was done in 2018/2019. Prior to this, positions were not evaluated, they were placed in job families which had salary ranges assigned to them. Through the 2018/19 exercise, Job Description Questionnaires were updated for all non-union positions and subsequently evaluated using the Hay methodology. April 1, 2019, a new salary structure was put in place with 4 steps within each range. The salary ranges were updated at that time to reflect market rates at the time.

Item 05: Does the ONTC participate in annual salary / compensation surveys? Did you participate recently? Have you purchased results?

Answer: ONTC is still building up its Total Rewards team and this will be done more consistently going forward.

Item 06: Does the ONTC have current/recent market data available to incorporate in our market analysis? Can you name the sources of this data?

Answer: Market Analysis was conducted in March 2024.

Item 07: Given the project timeline, and aiming for efficiency, we recommend conducting market analysis at the same time for all ONTC benchmark positions including Executive and Specialized roles. Would this be agreeable to ONTC?

Answer: Yes.

Item 08: How does the ONTC intend to use the results of the market review – data collected and any external variance from target positioning / gaps observed?

Answer: ONTC aims to work with the consultant on recommendation for addressing these gaps.

Item 09: Does the ONTC have a Policy in place that includes salary administration guidelines?

Answer: Yes.

Item 10: Does the ONTC use a performance matrix to determine range placement? How are compa-ratios used to determine compensation changes (i.e., in range adjustments, promotions)?

Answer: Steps are set for the ranges starting at 85% and move up 5% from there. Currently, employees move a step up every new fiscal year. Further in-range movement parameters are to be recommended by the consultant.

Item 11: Is the ONTC a “living wage” employer?

Answer: ONTC strives to provide for at least that of a “living wage”.

Item 12: We expect that the ONTC is subject to Ontario Pay Equity Legislation.

- a) Can you please confirm your status with respect to compliance and maintenance.

Answer: ONTC has been working with a consultant through this process. Our Pay Equity plan has been posted and we are working on the maintenance phase of the plan.

- b) Can you please confirm that Pay Equity analysis is excluded from the current RFP mandate?

Answer: Yes, it has been excluded from the Scope of Work.

- c) Can you share when the ONTC plans to conduct their next Pay Equity audit?

Answer: This is currently under review and plans will finalize when a new member of the ONTC team under this department will be onboarded.

Item 13: Can you please share whether the ONTC has a budget approved for this project?

Answer: ONTC will not be able to disclose budget information.

Item 14: Would ONTC consider extending the due date for this RFP 2024 019 – Non-Union Salary Structure and Compensation Analysis?

Answer: ONTC will not be extending the due date for this RFP 2024 019 - Non-Union Salary Structure and Compensation Analysis

Item 15: Part 2 – RFP Summary of Requirements – Schedule 2A – RFP Data Sheet

- a) Referring to Page 37 of the RFP document, under the evaluation criteria for “References”, should the information be provided under Proposal Form 05 – References.

Answer: Yes, the reference to Proposal Form 04 – References under “References” evaluation criteria is a typographical error. This information should be provided under Proposal Form 05 – References.

- b) In regards to the evaluation criteria for 'Experience & Qualifications' and 'References,' which direct to Proposal Form 03 – Experience and Qualifications and Proposal Form 05 - References, both request similar information about client references.

Should we provide the same list of clients for both forms, or should they differ?

Answer: Respondents have the flexibility to provide similar project references for both sections or submit different references, as they see fit.

Item 16: Part 2 – RFP Summary of Requirements – Schedule 2B – Participation Registration Form

Would ONTC require this form to be completed before and submitted before or it has to be submitted with our proposal submission?

Answer: Schedule 2B – Participation Registration Form is required before in order to register and receive any communications regarding the RFP.

Item 17: Part 3 – RFP Specifications – Schedule 3-A – Scope of Work

a) Receiving and Reviewing Available Job Documents

i) Is ONTC expecting the consultants to gather updated job information for all positions in order to update all job descriptions, or is the update requirement limited to those identified as out of date?

Answer: Limited to those out of date.

ii) Will the ONTC team assist in identifying which jobs require updates?

Answer: Yes.

iii) In terms of reviewing and categorizing job documents by position level, does this refer to evaluating jobs within a job evaluation system to determine job grades?

Answer: Yes.

iv) Is ONTC interested in Job Description forms/template recommendations only (as an outcome of the assessment) – **or** – would ONTC also require facilitated workshops/webinars on “writing good job descriptions” and reference materials for internal use post-project?

Answer: ONTC has recently implemented (currently rolling out) internal training on Job Design and Job Evaluation for Job owners. Additional material/guidance documents for managers would be helpful support for job owners.

b) Facilitating Remote Conference Calls with Executives & Senior Leaders

i) Can ONTC confirm whether these calls are limited to the eight (8) executive positions, or do they include additional individuals from this group?

Answer: Limited to these eight (8).

ii) The RFP mentions that the purpose of these calls is to gather an understanding of the evaluation process. Can you confirm if this pertains specifically to job evaluation, and whether the goal is to collect insights regarding the compensation program?

Answer: Specifically to job evaluation.

iii) What would be ONTC interest level in conducting a custom survey (alongside use of our proprietary databases) especially for those “specialized roles” cover the scope of the work?

Answer: If the necessary data cannot be pulled from proprietary databases for a fulsome analysis, ONTC would consider doing this.

c) Executive Compensation Assessment

i) Will the ONTC team provide the planned changes to the executive structure?

Answer: Yes.

ii) When you refer to total compensation, could you kindly clarify what that would encompass? Would it include base salary and short-term incentives only, or are there other compensation elements considered as well (i.e. LTI)?

Answer: Recommendation from consultant anticipated. Generally, LTI not common so focus is more on base and STI.

iii) When was the last time ONTC conducted a market review for its executives?

Answer: 2018 as part of the requirements for Executive Compensation Program requirements.

iv) Is there a specific comparator group that ONTC looks to for collecting data, or is ONTC open to conducting a custom survey?

Answer: This can be discussed with the Successful Respondent.

d) Revising Evaluations and Determining Grade Designations

i) What job evaluation system is currently being used at the ONTC?

Answer: Hay Methodology

ii) Are you looking to use the existing job evaluation, as-is, to evaluate jobs or are you looking for potential updates/enhancements to the current job evaluation system?

Answer: Maintain current system, open to recommendations on enhancements to current system.

e) Market Analysis

i) Similar to the Executive Compensation Assessment, is the ONTC open to conducting a custom survey or is the preference to use published survey sources?

Answer: This can be discussed with the Successful Respondent.

ii) When was the last time a market review was completed for the non-executive group?

Answer: 2024

Item 18: Does ONTC seek to only identify market gaps through the comparative analysis? – Or – Is the intent to use market data points to also update the salary ranges and propose market driven adjustments to the salary structure mid-points (min, max, control-point; as applicable)?

Answer: Recommendation on any adjustments to the compensation framework will be reviewed by ONTC.

Item 19: If structure and range (wage) adjustments recommendations (modelling) are included in scope, we would include this analysis alongside “Compression Analysis” in Scope of Services – Compression Analysis and reflect the results of this analysis as part of the outcomes and deliverables under Scope of Services – Providing an Excel File of Evaluations and Grade Designation.

The Excel File will then include market driven structure/ range adjustments recommendations, as well as slotting of positions into designated grades based on evaluation results. Is this an expected outcome / agreeable to ONTC? Please clarify.

Answer: Recommendation on any adjustments to the compensation framework will be reviewed by ONTC.

Item 20: We would incorporate all specialized roles as well as geographic considerations as part of Scope of Services – Market Analysis and throughout subsequent steps under the Scope of Services.

We recommend these roles *are reviewed at the same time and going through the same assessment, analysis and evaluation process alongside all other ONTC unique positions*, to ensure project efficiency (time/costs) as well as a truly equitable comparative analysis. Similarly, Geographic Considerations would also be accounted for in our analysis, calculations and modelling of alternatives which represent project steps/activities in response to the Scope of Services.

Would this be agreeable to ONTC? If yes, in our Proposal we will address the requirements in Scope of Services – Specialized Roles and Geographic Considerations within the context/our responses. Would this be agreeable to ONTC?

Answer: Yes.

This Addendum hereby forms part of the RFP.

Regards,

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