

Request for Proposals

Pay Equity Assessment Project

A. About ISC

Founded in 1991, the Institute for Sustainable Communities (ISC) is an international non-profit organization with a mission to help communities around the world address economic, social, and environmental challenges to build a better future shaped and shared by all. ISC accelerates equitable climate solutions in the United States and Asia, which build sustainable, resilient communities and pull the power, policy, and institutional levers that tackle climate change, economic, social, and health inequities. Our goals are achieved by transforming communities, cities, regions, and supply chain factories — making them more climate-smart, inclusive, and prosperous. Currently, ISC has programs in the United States, India, China, Vietnam, Thailand, Cambodia, and Bangladesh.

B. Background

ISC seeks proposals from qualified individuals and firms to develop a report with recommendations on organizational structure, pay equity, and title nomenclature for ISC leadership's consideration and potential action; creation of pay bands and establishment of uniform job titles across the organization; and recommendations on the integration of this work into the new three-year strategic plan. Further, analysis of professional development opportunities as they relate to overall compensation should be integrated.

C. Scope of Work

The proposed start of work for the selected consultant is November 2022. In collaboration with ISC's Vice President of People and Culture, the selected consultant will:

- Request information to ensure an understanding of the organizational structure, strategic plan, and current compensation structure.
- Hold discussions regarding concerns with the existing compensation methodology and assist in exploring various compensation philosophies to support ISC's goals and objectives.
- Provide a draft of a formal compensation philosophy for consideration.
- Review ISC's job titles and descriptions to ensure job descriptions are an accurate reflection of roles and responsibilities. Provide recommendations for uniform job titles and descriptions across the organization.
- Conduct an independent internal equity analysis for each position to determine the relative value of each position. Review preliminary findings with the Compensation Analysis Committee and make adjustments as necessary to reflect internal conditions before finalization.
- Conduct a competitive pay analysis using market salary data to determine external pay equity of ISC positions in the analysis utilizing ISC job descriptions.
- Develop a base compensation structure to group similarly valued jobs. Propose pay bands with an established minimum, midpoint, and maximum based on internal and external equity considerations.

- Perform a comparative ratio analysis to illustrate the impact on employees and evaluate how current pay practices align with the newly established ranges. Identify budgetary implications of bringing all employees within range.
- Evaluate and discuss positions and/or employees falling outside of the newly established or updated ranges and explore options for responding to these situations.
- Provide an administrative compensation manual template with sample guidelines and procedures that can be customized by ISC's Compensation Analysis Committee.
- Present final report to Compensation Analysis Committee making detailed recommendations concerning ISC's compensation structures and methodology, including job titles and descriptions; band progression; mechanisms for identifying and addressing misalignment; mechanisms for responding to changed market conditions; basis for determining and changing salary ranges; maintaining the integrity of compensation structures; and resolution for disputes.

E. Submission Requirements

The selected firm or individuals will have the following experience and expertise:

- Experience developing organizational structure, pay equity, creation of pay bands, and establishment of uniform job titles;
- Demonstrated success helping organizations create and integrate compensation structures into strategic direction development;
- Expertise working with organizations to globalize equity-centered values and culture across their international operations; experience working in both the US and Asia contexts a plus;
- Hold equity and inclusion as core values.

E. Submission Requirements

Interested firms or individuals must provide the following information:

- Qualifications demonstrating they can perform the requested activities;
- A scope of work inclusive of the stated goals, activities, and deliverables;
- An initial cost estimate and;
- A representative sample of 3-4 similar clients that we may contact for reference.

Interested consultants should submit requested information via email to session@sustain.org with RFP - Pay Equity Consultant in the subject line, by 5PM Eastern Time on November 21, 2022.