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REQUEST FOR PROPOSAL
Salary Survey / Benchmark Compensation Study
Answers to Respondent Questions
October 8, 2026

Question 1: What is the number of employees included in this study?

Response: MassHousing currently has approximately 360 employees

Question 2: How many different job classifications are there?

Response: MassHousing has 29 pay grades and approximately 130 job classifications

Question 3: Is there a preferred timeline for completing the study?

Response: All work must be completed within 90 days of the executed contract. The target completion date is March 2027

Question 4: How many distinct job classifications (titles) are currently mapped to the 26 DBM levels, and how many incumbents are in each level? An approximate count is sufficient for proposal purposes.

Response: MassHousing has 29 pay grades and about 130 job classifications. Incumbents per classification range from 1 to 60.

Question 5: Will MassHousing share current base pay by incumbent (name redacted, title and DBM level retained) so the study can report range penetration, pay compression, and the cost of moving employees to any new minimums?

Response: Yes. MassHousing will provide base pay data with names removed.

Question 6: Is the study limited to base salary, or should the market

Response: MassHousing expects the study to evaluate both base salary and total compensation, including incentive pay and benefits, to provide a comprehensive market comparison.

Question 7: Was the July 2024 range adjustment a structure-wide percentage movement based on market data, or a targeted adjustment to selected levels?

Will the prior study report and comparator list be shared with the selected firm?

Response: The July 2024 adjustment included a general structure-wide increase and targeted increases based on market data.

The prior study will not be shared.

Question 8: Are all positions non-union, or are any classifications covered by a collective bargaining agreement whose pay schedule must be treated separately?

Response: All positions are non-union

Question 9: Comparator market and custom survey. Section III references public and private organizations in affordable housing, finance, policy, and public program administration. Does MassHousing already maintain a preferred peer list (for example, other state housing finance agencies, Massachusetts quasi-public agencies, and Boston area financial institutions), or is the Agency looking to the consultant to propose and defend the list?

Response: MassHousing will provide a list of comparable agencies/companies and expects respondents to propose and justify their own peer list as well.

Question 10: Comparator market and custom survey. Approximately how many organizations does the Agency expect to participate in the custom survey, and would MassHousing be willing to provide an introductory letter to peers to raise response rates?

Response: MassHousing expects 8–10 organizations to participate and will provide an introductory email to encourage responses.

Question 11: Comparator market and custom survey. Does the Agency have geographic pay considerations to address, such as a hybrid or remote workforce living outside the Boston metro area?

Response: MassHousing applies Boston Metro Area geographic pay considerations

Question 12: Has MassHousing established a budget or not-to-exceed amount for this engagement?

Response: No budget or not-to-exceed amount has been established

Question 13: Please provide a copy of the Standard Services Agreement referenced in Section IV so we can confirm compliance in our proposal.

Response: The Standard Services Agreement is available at the link provided
<https://www.masshousing.com/standard-contract-for-services/>

Question 14: For Section IV.C, will supplier diversity certifications (Massachusetts Supplier Diversity Office and City of Boston) be considered as part of the culture and values alignment criterion, and should certificates be included in the submission?

Response: Yes. Suppliers are encouraged to include any relevant certifications in their submission.

Question 15: Could MassHousing share the approximate number of job classifications in scope and the current approximate headcount?

Response: MassHousing currently has approximately 360 employees; MassHousing has 29 pay grades and approximately 130 job classifications

Question 16: What are the approximate number of job titles at MassHousing?

Response: MassHousing currently has approximately 360 employees; MassHousing has 29 pay grades and approximately 130 job classifications

Question 17: What is the overall approximate headcount?

Response: MassHousing currently has approximately 360 employees; MassHousing has 29 pay grades and approximately 130 job classifications

Question 18: Is there an expectation to look at private sector pay for comparable roles along with similar public sector entities?

Response: Yes

Question 19: How many position titles are part of the study?

Response: The study shall include all job classifications, DBM levels, and salary ranges within MassHousing, which consist of 29 pay grades and approximately 130 job classifications

Question 20: Can you confirm all employees are located in Massachusetts?

Response: Yes. All MassHousing employees are based in Massachusetts and work out of our single office in Boston. A limited number of employees may reside in contiguous New England states, but all positions are tied to and based out of the Boston office.

Question 21: Can you confirm how many employees you have?

Response: MassHousing currently has approximately 360 employees

Question 22: Can the MassHousing accommodate virtual meetings and presentations? Are there any meetings/presentations that the MassHousing would prefer to have in person?

Response: Yes, meetings and presentations can be held virtually. We do prefer the final presentation to be in person, but we can be flexible if needed.

Question 23: Is there any flexibility on the 90-day project timeline?

Response: No

Question 24: What is the current state of job descriptions? Do they accurately reflect job duties and responsibilities?

Response: Yes

Question 25: How many unique job titles are included in this project?

Response: The study shall include all job classifications, DBM levels, and salary ranges within MassHousing, which consist of 29 pay grades and approximately 130 job classifications

Question 26: How many unique job titles exist at MassHousing?

Response: MassHousing currently has approximately 130 job classifications across 29 pay grades. The exact number of “unique job titles” may vary depending on how respondents define or group titles within their methodologies. We will provide our full position list as part of the study, and respondents may apply their own definitions of unique titles when proposing an approach.

Question 27: How many employees would be covered by this work effort?

Response: MassHousing currently has approximately 360 employees; MassHousing has 29 pay grades and approximately 130 job classifications

Question 28: The RFP calls for “customized surveys” to be conducted. We have some questions and a comment. But first, we wanted to ensure clarity on our understanding of a customized survey – which typically would target a specific set of “peer” organizations (typically in the range of 10 – 25) in which pay information would be sought on defined positions (to include a summary description of each surveyed positions), yielding market results for the positions that are specific to the participating organizations. Such surveys are typically paid for by the sponsor (not the participants) in order to increase participation. Can you please confirm whether this is the expectation for a customized survey?

Response: Yes. Your description aligns with our expectations for a customized survey. We anticipate that respondents will identify a targeted group of peer organizations generally in the range of approximately 10 to 25 and gather compensation information for a defined set of positions, using position summaries that we will provide. We also understand that customized surveys are typically sponsored financially by the requesting organization to help ensure participation, and that remains consistent with our expectations.

We welcome respondents’ recommendations regarding methodology, targeted organizations, and the number of positions included to ensure a meaningful and timely result.

Question 29: Do you have an idea as to how many positions would be included in such a survey(s)? (goes with customized survey question)

Response: The study will encompass all job classifications, DBM levels, and salary ranges within MassHousing. This includes 29 pay grades and approximately 130 job classifications. At this stage, we are not prescribing a specific set or number of positions for the customized survey. Instead, we are looking for respondents to review our full position list and recommend which roles should be included based on their methodology, expertise, and understanding of our goals.

Question 30: Based on your understanding of MassHousing roles and competitive labor markets, do you expect that there would be more than one customized survey (e.g., different targeted organizations and different positions)? (goes with customized survey question)

Response: Based on our current understanding, we do not yet have a predetermined expectation regarding whether one or multiple customized surveys will be necessary. Our primary goal is to obtain a robust and meaningful set of market data within the project's required 90-day timeline. We anticipate targeting approximately 8 to 10 peer or like agencies, and we welcome respondents' recommendations on whether a single customized survey or multiple, more targeted surveys would best achieve this, taking into account participation requirements, the number of positions included, and overall feasibility.

We encourage respondents to propose the approach they believe will provide the most reliable results within the project parameters.

Question 31: The RFP mentions close coordination with Agency representatives – we assume one would be the Senior Director of HR – would there be others?

Response: The Senior Director of HR is the point person, and they will coordinate with Management Committee members (CEO, CLOO, CFAO, COS, VP of Homeownership, VP of Multifamily)

Question 32: The RFP seeks a good deal of information on Culture and Values. While some questions or information sought is reasonably straightforward to answer, there are others that are more challenging – particularly the ones regarding our vendors/consultants/suppliers. If there are some questions that we are unable to answer, will that be deemed unresponsive and have an impact on our submission?

Response: We understand that some of the Culture and Values questions particularly those relating to vendors, consultants, and suppliers may be more challenging to answer comprehensively. While we encourage respondents to provide as much detail as they can, we also recognize that not all information may be readily available.

If there are specific questions you are unable to answer, that will not render your submission unresponsive. We simply ask that you answer each question as fully as possible based on the information you have. Providing context, partial information, or an explanation of why certain details are unavailable is completely acceptable.