REQUEST FOR PROPOSAL

#18-004: Consulting Services for the Purpose of Job Evaluation and Design of Compensation Structure for Staff Positions

BY
RENISON UNIVERSITY COLLEGE

Renison University College
240 Westmount Road North
Waterloo, Ontario N2L 3G4
Contents of RFP # 18-004

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Renison University College

Our Mission and Purpose:

Renison University College ("Renison") provides outstanding opportunities for learning and scholarship through an interactive, inclusive environment that encourages intellectual curiosity, respect for diversity, understanding among people, and service to others.

Renison University College makes a valuable contribution to the greater University community by providing the setting that makes excellent undergraduate learning possible. Committed faculty, small classes, and a strong sense of community are among the elements that have made Renison a success.

Who We Are:

Renison was founded on January 14, 1959 under the authority of the Synod of the Anglican Diocese of Huron, due to the efforts of the Kitchener and Waterloo Anglican communities. Renison continues to enjoy support from the Anglican community and, in particular, from within the Diocese.

Affiliated with the University of Waterloo, Renison is respected as an inclusive community that values the diversity of its faculty, staff, and students. Renison is committed to engaged education for the well-being of the world, offering degree programs reflecting social engagement through the School of Social Work, and the Social Development Studies Department; global engagement through our Culture and Language Studies Department and Studies in Islam Program; and community engagement in our non-degree programs through the Centre for Continuing and Professional Education. Through its programs, Renison seeks to prepare students for careers in various helping professions, including social work, education, law and the ministry.

The University of Waterloo ("UWaterloo") provides several services to Renison. Currently, UWaterloo processes payroll and maintains Renison’s benefits including its pension plan. Renison’s current compensation structure consists of 14 grades with approximately 97 employees in 79 distinct jobs. Renison wishes to manage independently their compensation program to provide more flexibility to design the structure and process to reflect the specific needs and environment of the organization. However, if possible, maintenance of similar structures to that of UWaterloo salary ranges and grades would enable Renison to tie into their databases of competitive market information. Otherwise, Renison will need to evaluate market comparable data approximately every three years.
SECTION 1.0: PURPOSE AND CONTENT

1.1 Renison is seeking proposals from potential service providers for consulting services in accordance with the terms of this Request for Proposal. Renison invites firms or independent contractors who provide similar services to other organizations of similar size and complexity with regard to job evaluation, pay equity plans and compensation structure.

We are seeking partnership on meeting the following goals for our job evaluation and compensation activities related to staff positions:

- review the current job description format
- create or purchase an evaluation tool
- assist with the training of an evaluation committee
- facilitate the evaluation process of approximately 79 jobs
- develop a Pay Equity plan
- develop with senior RUC staff and Executive, wage bands for all positions
- research market comparative information for all positions
- assist with decisions regarding 'outliers' with regard to compensation

Any determined process; evaluation tool and salary wage bands will be aligned with Renison’s philosophy regarding compensation and its managerial strategy. Definition of these strategies will be included in the job evaluation and compensation activities as described.

The award of this contract in no way obligates Renison to utilize the services of the successful bidder exclusively, and Renison specifically reserves the right to negotiate with vendors and establish contracts in addition to this one.
SECTION 2.0: INSTRUCTIONS TO BIDDERS

2.1 Proposals will be accepted up to and no later than 1630:00:00 (Eastern Standard Time) on December 7, 2018 by email as indicated below.

*Proposals received after the closing time and date will not be accepted.*

2.2 Electronic proposals must be submitted to the email address included in 2.6 (below) before the closing date and time.

2.3 Proposals must be completed in accordance with the requirements of this Request for Proposal documents and no amendment or change to proposals will be accepted after the closing date and time.

2.4 Proposals shall be irrevocable for ninety (90) days following close of bidding and shall be retained by Renison.

2.5 Proposals shall be originally and irrevocably signed by an authorized representative of the bidder when submitted. Upon award (if any), the successful bidder will be required to supply proof satisfactory to the College of appropriate authorization to bind the bidder.

2.6 Questions regarding this Request for Proposal may be submitted in writing (via email only) on or before November 30, 2018, and must be directed to:

Melanie McKellar  
Director, Human Resources and Infrastructure  
Renison University College  
Waterloo ON N2L 3G4  
Email: melanie.mckellar@uwaterloo.ca

Renison cannot guarantee responses to questions received after this time. Should any question be considered relevant to all bidders, Renison will provide both the question and the written answer to all known bidders in the form of an addendum. Bidders are solely responsible for ensuring that Renison has current contact information on file for the bidder.

2.7 No other representative of Renison is to be contacted regarding this Request for Proposal. Renison accepts no responsibility for, and the bidder agrees not to rely upon, any verbal or written statements or representations from any other person, whether or not employed by Renison.

2.8 In the event the bidder cannot comply with any term, condition, or requirement of this Request for Proposal, such non-compliance must be clearly noted on the bidder’s letterhead and submitted with the proposal. Bidders are cautioned that such non-compliance may result in disqualification of the bidder’s proposal, at the sole discretion of Renison. **No allowance will be made for un-noted non-compliance of any kind by a bidder.**

2.9 Renison University College will not consider more than one bid from a bidder under the same or different names.
2.10 Bidders are cautioned that proposals will be solely evaluated upon the disclosed evaluation criteria, and no linkage of offers to donations, scholarships or similar quid pro quo arrangements will be considered.

2.11 Pursuant to Section 6 of Ontario Regulation 429/07 ("Regulation"), The Accessibility Standard for Customer Service made under the Accessibility for Ontarians with Disabilities Act, 2005, the successful bidder shall ensure that all of its officers, employees, agents, or others for whom it is at law responsible, receive training about the provision of the Goods and Services contemplated herein to persons with disabilities.

   Bidders are encouraged to review Renison’s requirements with regard to accessibility, and to identify and offer recommendations / alternatives that serve to support accessibility for all.

2.12 The International Sale of Goods Act does not apply to this Request for Proposal, nor to any contract formed as a result of this Request for Proposal.

2.13 The laws of the Province of Ontario shall apply to this Request for Proposal and any contract formed as a result of this Request for Proposal, and the Courts of Ontario shall have exclusive jurisdiction over any contract formed as a result of this Request for Proposal.

2.14 Renison’s name, logo, crest, etc, shall not be used without the prior written consent of Renison.

2.15 Should a compliant bidder wish to debrief after the RFP has been awarded, they are welcome to make a formal request, in writing, to the person named in 2.6 within sixty (60) days of the award posting. Please be advised that the Renison University College considers each bid to be confidential, and will only discuss with each bidder their own bid’s strengths and weaknesses.

2.16 Renison supports environmentally positive initiatives. Our goals are to pursue sound life cycle choices whenever possible and to encourage our suppliers to strive towards not just environmentally progressive goods, but to pursue aggressively increasingly superior environmental and sustainable offerings. Renison will always consider environmentally superior product choices in our procurement decisions, and will, when appropriate, factor a certain percentage of cost towards superior environmental and sustainable goods and services.

2.17 Bidders shall not have any claim for compensation of any kind whatsoever, as a result of participating in this Request for Proposal, and by offering a submission to this request, each bidder shall be deemed to have accepted and agreed that it has no claim.

2.18 Bidders shall, if applicable, defend all suits or claims for the infringement of any patent to invention rights, trademarks and service marks involved.
SECTION 3.0: EVALUATION AND AWARD

3.1 Renison intends to award a contract to the bidder whose proposal offers the best value to Renison. However, Renison is under no obligation to award any contract in whole or in part and reserves the right at its sole discretion to cancel this Request for Proposal process at any time before or after closing without providing reasons for such cancellation. **The highest scoring or any proposal may not necessarily be accepted.**

3.2 All proposals will be evaluated upon the criteria listed in Section 3.9. Where references and/or past performance are listed, evaluation may include information provided by the proponent’s references and may consider the proponent’s past performance on previous contracts with Renison or other institutions.

3.3 An award (if any) made by Renison shall be made in writing and shall be subject to the availability of funding at the time of award.

3.4 In the event of mathematical errors in extension of prices or other ambiguities, unit prices shall govern over total bid prices, and words shall govern over numbers.

3.5 To obtain the most advantageous offer for Renison, Renison reserves the right at its sole discretion:

   a) to waive irregularities and/or minor non-compliance by any bidder with the requirements of this Request for Proposal;
   b) to request clarification and/or further information from one or more bidders after closing without becoming obligated to offer the same opportunity to all bidders; bidders are advised however to submit a complete offer as their bid. It is Renison’s intent to solicit and accept best offers. Any waiver, clarification or negotiation will not be considered an opportunity for bidders to correct errors in their bids.
   c) to negotiate minor variances in scope and the corresponding price solution.

3.6 Renison shall not be responsible for any expenses or charges incurred by a bidder in preparing or submitting a proposal nor in providing any additional information considered necessary by Renison for evaluation of proposals.

3.7 All pricing must be made on a net basis and the currency must be specified. No prepayments shall be made unless the supplier agrees to provide one of the following at the supplier’s expense for the amount of the prepayment: an Advanced Payment Bond, an Irrevocable Standby Letter of Credit, or, a Letter of Guarantee.

3.8 Renison reserves the right at its sole discretion to amend this Request for Proposal at any time prior to the close of bidding, and bidders are cautioned to ensure that they have received all addenda (if any) prior to submitting a bid. Should Renison issue any changes to this Request for Proposal, Renison will endeavour to notify all bidders to whom the Request for Proposal has been issued.
3.9 Evaluation criteria consist of the following items:

| Rated Criteria/Technical: 50% | • The extent to which the proposal supports the requirements in this RFP as per Section 1.0 including:
  | o Best practices
  | o Evaluation tool
  | o Training of Committee
  | o Establishment of Salary Bands
  | o Research of Comparative Market Data
  | o Establishment of Pay Equity Plan |

| Pricing: 30% | • Cost of proposed evaluation tool
  | • Fees to guide project and prepare required documents and structure |

| Corporate Qualifications and References in a similar environment: 20% | • Corporate qualifications, reputation and demonstrated track record to provide similar services;
  | • Current references in a similar environment. |

Note: In the event of a tie amongst bidders, Renison will re-visit the subjective portions of the bid (references, experience) in an effort to determine the best alternative.

3.10 Shortlist
The Evaluation Team may develop an initial shortlist of the top-scoring submissions. The Team will designate staff to contact the bidder-supplied references and ask the references a prescribed set of questions, and any additional information that Renison determines at our sole discretion is pertinent.

Any short-listed solution is subject to a College Information Systems & Technology (IST) compatibility review and approval by Renison before acceptance. The bidder is expected to provide technical expertise and to cooperate with Renison’s IST group to ensure that the solution meets expectations and requirements for device management, deployment, security, monitoring, reporting and image management, and compliance with any other applicable legislation and policy.
SECTION 4.0: AWARD OF CONTRACT

4.1 The contract to the successful bidder (if any) shall be subject to the terms of this Request for Proposal and the terms of Renison’s purchase order, together with those terms stated in the bidder’s proposal which are not in conflict with Renison’s terms, and which have been specifically accepted by Renison.

4.2 The successful bidder (if any) may not assign or subcontract any portion of the contract without the prior written consent of Renison.

4.3 The successful bidder (if any) shall indemnify the College, its Board of Governors, Students, Employees, Servants and/or Agents from all damage, damages, losses, costs, claims, demands, actions, suits, or proceedings which may arise directly or indirectly as a result of the negligent or wrongful acts or omissions of the successful bidder (if any), its Employees, Agents and/or Servants in the performance or purported performance of any of its obligations under the contract, whether or not such claims are initiated by third parties or arise between the parties.

4.4 The successful bidder (if any) shall carry at all times during the performance of the work commercial general liability insurance with a limit of not less than $1,000,000 inclusive per occurrence for bodily injury (including death) and damage to property including loss of use thereof. Such insurance shall at a minimum include coverage of broad form property damage, contractual liability, completed operations and product liability, and automobile liability (owned and non-owned), and such other types of insurance as would be carried by a prudent person performing such contract work and as Renison may from time to time require.

Renison shall be named as an additional insured without right of subrogation in all policies of insurance.

All such policies of insurance shall provide that the Insurers shall give at least thirty (30) days written notice to Renison prior to any cancellation, material changes, or amendments restricting coverage of any policy or policies.

The successful bidder (if any) shall provide a certificate of such insurance to Renison as a condition of receiving the award within five (5) days of notification of award or prior to commencing the work, whichever is sooner.

4.5 The successful bidder (if any) shall at all relevant times have a valid clearance certificate from the Workplace Safety and Insurance Board (WSIB) of Ontario, or in other districts, Employers Liability Insurance in the amount of not less than $1,000,000 in coverage, and shall submit either a current clearance from WSIB proving coverage, or a copy of the insurance policy, to Renison prior to the commencement of the work.
4.6 Renison and the successful bidder (if any) acknowledge and agree that they are independent contractors in a contract for goods and/or services and no employer/employee, partnership nor agency relationship is intended or created by their agreement.

The successful bidder (if any) shall be solely responsible for all matters relating to statutory deduction of all employment taxes, employment insurance, and Canada Pension, and for payment of Workplace Safety and Insurance Board of Ontario insurance premiums, leave, remuneration, discipline, and for all licenses and permits which are or may become required to perform the Work.

4.7 Notwithstanding the above, while at Renison, personnel of the successful bidder (if any) must observe all regulations and policies of Renison, including parking and traffic regulations. Vehicles shall be parked in areas, at the successful bidder’s expense, as directed by Renison’s Parking Administration.

4.8 In addition to any rights of termination at law or in equity, Renison shall have the right to terminate any contract formed with the successful bidder (if any) upon written notice to the successful bidder at any time.
SECTION 5.0: PROPOSED SCHEDULE

Our anticipated schedule for selection and implementation is as follows:

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<th>Selection Phase</th>
<th>Event Description</th>
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<tr>
<td>November 9, 2018</td>
<td>RFP #18-004 posted on Merx</td>
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<tr>
<td>November 30, 2018</td>
<td>Deadline for questions with guaranteed response</td>
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<tr>
<td>December 7, 2018</td>
<td>RFP responses due from bidders</td>
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<tr>
<td>Est. by December 21, 2018</td>
<td>Initial evaluation of RFP responses and invitations issued to short listed bidders for meetings with Renison</td>
</tr>
<tr>
<td>January 14 - 25, 2019</td>
<td>Meetings at Renison with short listed bidders and Renison</td>
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<td>The representatives of the bidder at these meetings should be the bidder’s operational staff who will support any potential future contract with Renison. Please ensure that these representatives reserve availability for these dates.</td>
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<tr>
<td>February 4, 2019</td>
<td>Final selection and award of contract</td>
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<tr>
<td>March 1, 2019</td>
<td>Planning and implementation to begin</td>
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SECTION 6.0: REQUIREMENTS

The consulting services that are the subject of this RFP include the accomplishment of the following.

Goals for our Job Evaluation and Compensation Activities

As mentioned in Section 1.0, our goals are:

- to manage independently our compensation program
- to establish a transparent and equitable job evaluation tool
- to create similar structures to that of UWaterloo salary ranges and grades
- to ensure competitive wages against the marketplace
- to develop a Pay Equity plan

Requirements for our Job Evaluation and Compensation Activities

We are seeking products and services that best meet Renison’s specific requirements for consulting services, as detailed below:

- review the current job description format
- create or purchase an evaluation tool
- assist with the training of an evaluation committee
- facilitate the evaluation process of approximately 79 jobs
- develop a Pay Equity plan
- develop with senior RUC staff and Executive, wage bands for all positions
- research market comparative information for all positions
- assist with decisions regarding 'outliers' with regard to compensation

Technology

Please also provide information on:

- Paperless workflows and communications.
SECTION 7.0: SUBMISSION FORMAT

Please include the following information in your proposal:

- An explanation of how you will collaborate with us to meet our goals for our job evaluation and compensation activities (as outlined in Section 6.0).
- An explanation of how you will address our requirements as outlined in Section 6.0, including all of the example evaluation tools and requests for specific information outlined in Section 6.0.
- A brief overview of your company.
- An overview of your method of service delivery.
- A minimum of three references from organizations of similar size and complexity to whom you provide similar services.
- A risk assessment – please outline all concerns that you have identified as potential risks to the completion of the services, and, explain how you will manage each risk.
- An outline of your proposed compensation and fees (refer to Section 3.9 for breakdown) for all of the services.
- Any other information that you think is relevant to our RFP for job evaluation and compensation activities, including any value-added products or services not mentioned in this RFP that may be of interest to us.
Appendix A

STATUTORY FORM OF DECLARATION

We certify that:

The party executing this document is authorized to sign this document.

The matters set forth in the Request for Proposal response are correct.

This Request for Proposal response is made without any connection, comparison of figures, or arrangement with or knowledge of, any other Corporation, Firm or Person making a Proposal for the same work.

No member of Renison is, will be, or has become interested, directly or indirectly, as a Contract in Party, Partner, Stockholder, Surety or otherwise in, or in the performance of the Contract, or in the supplies, work, or business to which it relates, or in any portion of the profits thereof, or in any of the money to be derived there from.

This Request for Proposal response will remain open for acceptance, the prices herein submitted will remain firm and unchanged for a period of 90 days after the closing date of the Request for Proposal, and Renison may, at any time within this period, accept this proposal.

Legal Name of Organization: ______________________________________________

Representative Signature: ________________________________________________

_____________________________________________________________________

(print name, and, title)

Declared on this ____________ day of ______________ 2018.

Contact information:

Address ______________________________________________

_____________________________________________________________________

Phone: ______________________________________________

Fax: ______________________________________________

Email: ______________________________________________
Exhibit 2 – Listing of Staff Positions

Academic Advisor & Administrative Assistant, SDS
Academic Advisor & Program Coordinator, SDS
Academic Advisor and Program Assistant, SDS
Accounting Assistant
Accounting Manager
Administration & Student Services Manager
Administrative and Marketing Assistant, ELS
Administrative and Research Officer
Administrative Assistant to the English Language Institute
Administrative Assistant, CLS & SI
Administrative Officer
Administrative Officer, English Language Institute
Admissions Coordinator, Timetable Representative
Advisor, International Experience, RIO
Alumni and Development Officer
Assistant Director, ELI, BASE
Assistant Director, ELI, EFAS
Assistant Director, Housing and Student Life
Assistant to the Administrator of SSW
Assistant to the Chair, SDS
Assistant to the Registrar, Student Services and Admissions
Assistant to the School of Social Work
Assistant to the School of Social Work, BSW
Assistant, Registrar’s Office
Associate Team Leader, Food Services
BSW Program Manager
Chaplain
Chief Financial Officer
Coordinator, Housing and Student Experience
Custodian
Director, External Relations and Communications
Director, Facilities
Director, Human Resources and Infrastructure
Director, Library & Information Services
Director, Renison Institute of Ministry
Events and Conference Coordinator
Executive Assistant to the President
Faculty Assistant/Receptionist & Telephone System Coordinator
Facilities Team Member
Field Education Coordinator, BSW
Field Education Coordinator, MSW
General Accountant
Housekeeping
Housing Officer
Human Resources Officer
Human Resources & Payroll Administrator
International Recruitment Specialist
IT Technician
Lead Hand, Housekeeping
Lecturer, BASE
Lecturer, EFAS
Lecturer, EFAS & BASE
Lecturer, ELI
Library Assistant
Maintenance Manager, Food Services
Manager, Communications
Manager, Information Systems and Technology
Manager, Marketing and Recruitment
Manager, Student Experience
Marketing & Administrative Coordinator, CAPE
Marketing & Communications Officer
Marketing, Recruitment & Outreach Officer
MSW Program Manager
Program Manager, BASE
Program Manager, China Initiatives
Program Manager, EFAS
Registrar
Residence Life Coordinator
Senior Language Instructor, ELI
Short-Term Programs Manager
Staff Language Instructor/Writing Skills Specialist
Student Advisor, ELI
Student Experience Coordinator, ELI
Student Services Counsellor
Team Leader, Food Services
Team Member - General Help, Food Services
Team Member - Porter, Food Services
VP, Student Affairs and Community Education
## Exhibit 3 – UW Waterloos USG Salary Ranges

### University of Waterloo

#### 2018-2019 Salary Scales

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Note: Salary ranges are approximate and subject to change. For the most accurate information, please refer to the official source.