

# **\$3M SET ASIDE - 2023**

HANDBOOK

SALT LAKE COUNTY HUMAN RESOURCES



## PURPOSE

Fairly allocate \$3M set aside by the Council for market and equity adjustments throughout 2023.

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# WORKING GROUP

## Members

Darrin Casper, Deputy Mayor/CFO  
Dave Delquadro, Council Fiscal Manager  
Sharon Roux, HR Director  
Julene Elgueta, Compensation Manager - Staff

## Criteria

The Working Group will consider the following criteria when evaluating each request:

- Protected class equity
- Internal equity
- Difference from market rate
- Turnover
- Vacancy Rate
- Effect on County operations



## Meeting

The Working Group meets on the last Monday of each month.

## Recommendations

The Working Group deliberates each request based upon the established criteria. Decisions may be made to approve, defer or deny the requests. Any requests deferred will be reevaluated in the next monthly meeting and will continue until either approved or denied.

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# PROCESS

Agencies experiencing pay-related difficulties in recruitment, retention, protected class and/or internal equity issues or who have jobs needing review may submit requests for analysis & recommendations. Requests may be for jobs and/or individual employees within their agencies. If a job is part of a Countywide classification, the request may be made for review and HR will take responsibility to move the request through the process on behalf of all agencies affected.

## Steps

Agencies are responsible to make the request for review to their assigned HR Business Partner (HRBP) through the [Smartsheet request form](#). Requests should include any supporting data and an explanation of the problems being experienced as well as the effect on County operations.

The HRBP will review the request and complete the initial analysis. Timing is dependent on the complexity and scope of the request and could take up to a few months. The request is then assigned to the Compensation team for market analysis. Results are returned to the HRBP for review with the agency. If the agency needs funding from the \$3M set aside, the HRBP will engage the Compensation Manager to generate additional data (market data, turnover rate, vacancy rate, etc.). The Compensation Manager will create a brief for the working group with all the information as well as funding options. This brief will be reviewed with the agency and adjusted if needed before sending to the Working Group.

The Working Group meets on the last Monday of each month and evaluates each request based on the criteria. The Working Group may Award, Defer or Deny requests. Deferrals will be reviewed in the next monthly meeting. Following the meeting, the Compensation Manager sends a report of the meeting outcome to the HRBPs, HR Director and Budget Director.

The HRBP notifies the agency of the outcome. If approved, the agency can implement the changes immediately, via ePAR or with HR department support for large numbers of transactions. The agency needs to work with the Budget Director to determine the details & necessary steps for technical adjustments.



### Determine problem

Agency describes problem(s) and makes request



### Analysis & Recommendation

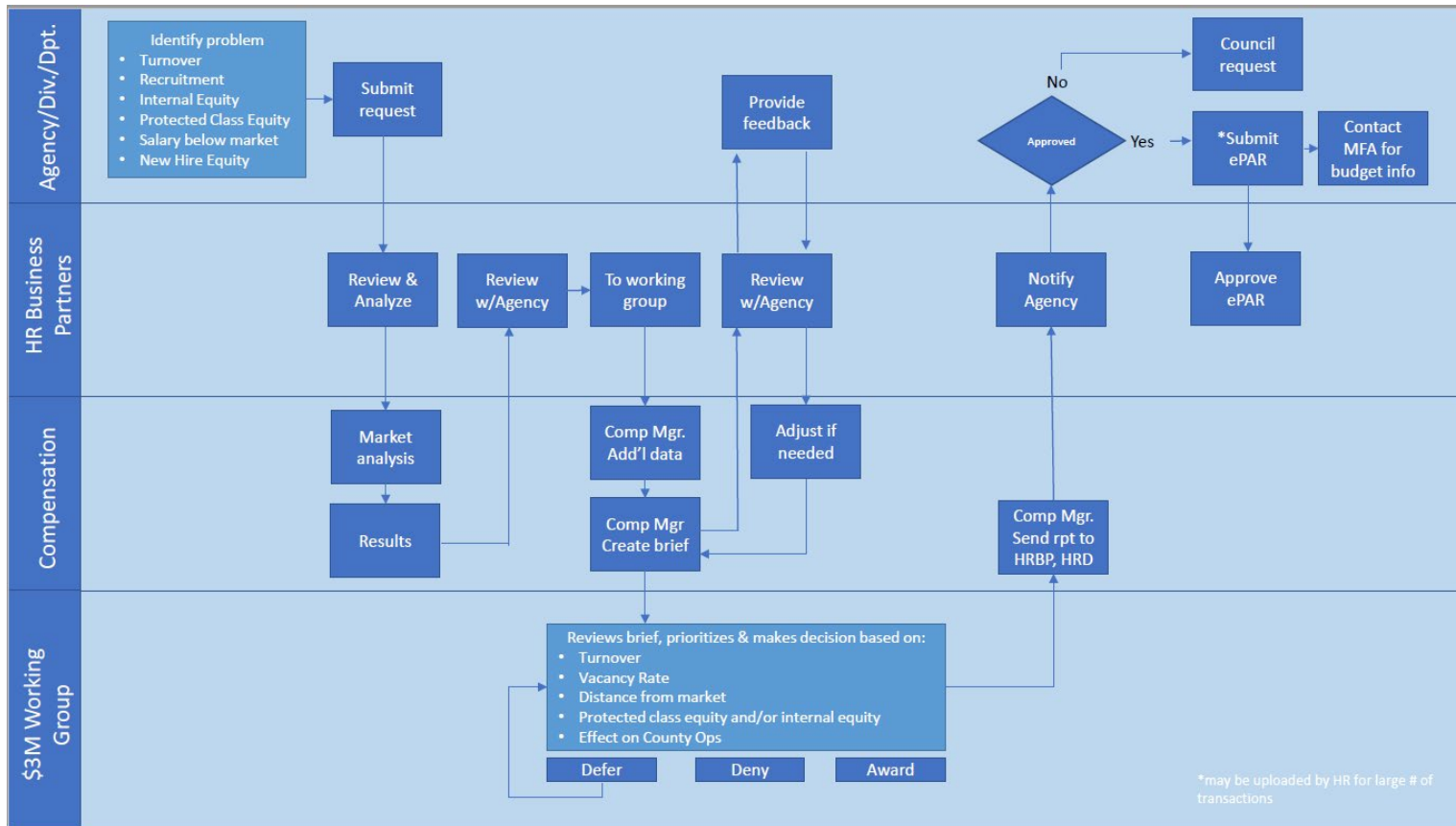
HRBP & Compensation team conduct analysis & make recommendations. Submit to Working Group for evaluation.



### Enact changes

Approved pay changes are made immediately and technical budget adjustments are determined and implemented

# PROCESS DIAGRAM





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# \$3M SET ASIDE CHECKLIST

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## REQUEST SUBMISSION

- Determine the problem(s)– Retention, recruitment, protected class and/or internal equity, market rate
- Gather specifics – Which jobs? Which employees?
- Describe the problem – Give specifics, e.g., rejected job offers due to pay; positions unfilled for x time; # vacancies; effects on your operation/service delivery, statutory obligations, etc.
- Submit the request thru [Smartsheet](#) including a description of the problem and specifics as noted above

## ANALYSIS & REVIEW

- Communication with HR Business Partner (HRBP) – HRBP will discuss the request with you to better understand the issues
- Provide additional data & respond to questions – HRBP may request additional info to support analysis
- Review recommendations with HRBP
- Discuss details of Working Group decision with HRBP (approved, deferred, denied)

## IMPLEMENTATION

- Confirm with HRBP if submitting ePAR or need HR support for mass changes (for large number of changes).
- Upon notification of approval, contact Rod Kitchens in MFA to determine budgetary details and necessary budgetary steps

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## FAQ

**Here you'll find answers to the questions we are asked the most.**

Q. How do I get part of the \$3M?

A. Submit a request to your HR Business Partner (HRBP) thru [Smartsheet](#). Refer to this handbook for the specific steps.

Q. When does the Working Group meet?

A. The Working Group meets on the last Monday of every month.

Q. How long does the process take?

A. It varies based on the complexity and scope of the request. It may take a few months for analysis and review.

Q. If approved, do I have to wait for the technical budget adjustment before I can implement the pay increases?

A. No, you can immediately implement the approved changes.

Q. What if I disagree with the Working Group's decision?

A. Contact the Working Group (Darrin Casper, Dave Delquadro, Sharon Roux) with your concerns.

Q. How will I know if my request is approved? And for how much?

A. The Compensation Manager will communicate the approved amounts and any other pertinent details to the HRBPs within 24 hours after the Working Group meeting.

Q. Can the fund be used for individual equity adjustments?

A. Yes, individual requests will be considered, using the same criteria.

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# REPORTS

The following reports will be created and distributed monthly to County leadership.

- \$3M Queue – This report lists all requests submitted which are either currently being analyzed or to be analyzed.
- \$3M Working Group Outcomes – This report lists all the requests considered by the Working Group. Shows the outcome (approved, denied, deferred) and dollar amount. Also describes the decision rationale based on the criteria.