



# COMPENSATION SYSTEM IMPROVEMENTS

June 25, 2024



# AGENDA



- Introductions
- Laying the groundwork
- Brief overview of the holistic model
- Holistic model guidelines
- Decision Support Tool overview
- Timeline review & questions

# LAYING THE GROUNDWORK



**Engage Consultants**  
Outside expertise & guidance  
Best Practices



**Evaluate Current System**  
Defined issues



**Assess Models**  
Reviewed alternatives



**Input & Review**  
Met with stakeholders



**Proposal**  
Competitive  
Flexible  
Streamlined  
Equitable



**Building a new model**  
Balance flexibility and equity

# ESTABLISHING PAY RATES

## HOLISTIC MODEL

- This holistic model is the foundation for setting all base pay – new hires and current employees.
- Decision makers determine pay within established guidelines and quartiles considering:
  - Qualifications and quality of experience
  - Ongoing budget availability
  - Internal equity
- Continued partnership between the Division and their Business Partner
- Training and ongoing oversight by HR
  - Clear guidelines and definitions, training and oversight of the program and decisions
  - Use a structured decision support tool based on the guidelines
  - Requests above support tool ranges and/or 4<sup>th</sup> quartile require HR approval

### Others using this approach:



- **Maricopa County, AZ** - Phoenix area
- **Miami-Dade County, FL** - Miami area
- **Cook County, IL** - Chicago area
- **City and County of San Francisco, CA**

# OVERVIEW OF ADVANTAGES AND DISADVANTAGES

Advantages	Current Model	Holistic Model
Project Goal: Flexible		✓
Project Goal: Efficiency and streamlines processes		✓
Project Goal: Can be used as a tool in attracting top talent.		✓
Project Goal: Employees progress to the midpoint of the grade quickly, reducing turnover risk		✓
Creates greater consistency in approach across the County.	✓	
Addresses pay equity concerns by eliminating the need for individual equity adjustments with each new hire.		✓
Disadvantages	Current Model	Holistic Model
More prone to internal equity issues	✓	✓
Difficult to communicate	✓	
Challenges regarding the validity of experience	✓	
Resource and cost required to validate prior work experience	✓	
Longer recruitment process and offer turnaround time	✓	
Potential overshadowing of County experience	✓	
Limited choice, flexibility, and discretion	✓	
Challenges in hiring individuals with unconventional backgrounds	✓	

# HOLISTIC MODEL GUIDELINES



# ESTABLISHING PAY RATES

## HOLISTIC PLACEMENT GUIDELINES – CURRENT POLICY

FIRST QUARTILE	SECOND QUARTILE	THIRD QUARTILE	FOURTH QUARTILE
<ul style="list-style-type: none"><li>• Meets Minimum Qualifications</li><li>• New to job / little to no related prior work experience.</li><li>• Steep learning curve, building skills and knowledge and ability to handle responsibilities.</li></ul>	<ul style="list-style-type: none"><li>• Performs / demonstrated capability to perform some or most job responsibilities</li><li>• Possess most / all basic knowledge and skill requirements but may need to build upon them through experience.</li><li>• May still be learning aspects of the job / developing expertise to handle independently.</li><li>• Consistently exhibit many / most desired competencies.</li></ul>	<ul style="list-style-type: none"><li>• Performs / demonstrated capability to perform all aspects of the job effectively and independently.</li><li>• Experienced in job / possess required knowledge and skills.</li><li>• Consistently exhibit desired competencies to perform the job successfully.</li><li>• Seasoned and proficient professional.</li></ul>	<ul style="list-style-type: none"><li>• Is expert / demonstrates the capability to perform as an expert in all job functions.</li><li>• Has broad / deep knowledge in their own area of expertise, as well as related areas.</li><li>• Has depth and breadth of experience, specialized skills, and a perspective that adds significant value to the County.</li><li>• Serves as an expert resource, role model or mentor to others.</li></ul>

# DECISION SUPPORT TOOL





# DECISION SUPPORT TOOL



## Decision Support Tool

- Answer a series of questions
- Provide supporting documents
- Salary tables behind the scenes
- Instant salary range recommendation



## Salary Recommendation

- Agency sets salary based on budget & internal equity
- HR approval outside of range and/or 4<sup>th</sup> quartile



## Final Salary

- Approved salary to Talent Acquisition for offer letter

# TIMELINE & QUESTIONS



# COMPENSATION PROJECTS TIMELINE

