

AGENDA

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

LAYING THE GROUNDWORK



Building a new model

Balance flexibility and equity



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

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 4th 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
Disadvantages More prone to internal equity issues	Current Model	Holistic Model
	Current Model ✓	Holistic Model
More prone to internal equity issues	Current Model ✓	Holistic Model
More prone to internal equity issues Difficult to communicate	Current Model ✓ ✓ ✓	Holistic Model
More prone to internal equity issues Difficult to communicate Challenges regarding the validity of experience	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	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	Current Model	Holistic Model

HOLISTIC MODEL GUIDELINES



ESTABLISHING PAY RATES

HOLISTIC PLACEMENT GUIDELINES – CURRENT POLICY

FIRST QUARTILE	SECOND QUARTILE	THIRD QUARTILE	FOURTH QUARTILE
			Υ
 Meets Minimum Qualifications New to job / little to no related prior work experience. Steep learning curve, building skills and knowledge and ability to handle responsibilities. 	 Performs / demonstrated capability to perform some or most job responsibilities Possess most / all basic knowledge and skill requirements but may need to build upon them through experience. May still be learning aspects of the job / developing expertise to handle independently. Consistently exhibit many / most desired competencies. 	 Performs / demonstrated capability to perform all aspects of the job effectively and independently. Experienced in job / possess required knowledge and skills. Consistently exhibit desired competencies to perform the job successfully. Seasoned and proficient professional. 	 Is expert / demonstrates the capability to perform as an expert in all job functions. Has broad / deep knowledge in their own area of expertise, as well as related areas. Has depth and breadth of experience, specialized skills, and a perspective that adds significant value to the County. Serves as an expert resource, role model or mentor to others.

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 4th quartile



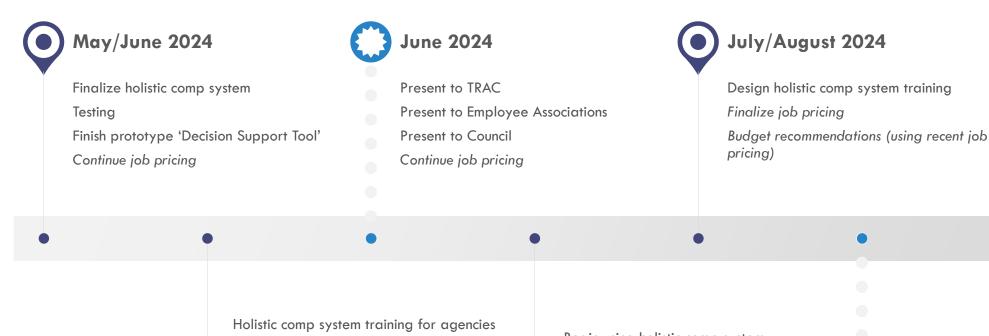
Final Salary

 Approved salary to Talent Acquisition for offer letter

TIMELINE & QUESTIONS



COMPENSATION PROJECTS TIMELINE



Holistic comp system training for agencies Pay-for-Performance Design & Integration Budget recommendations (using recent job pricing)

August/September 2024

Begin using holistic comp system
Pay-for-Performance Design & Integration
Present to TRAC, EA & Council

October 2024

Pay-for-Performance Rollout



21 2025