

**HUMAN RESOURCES**  
**PAY FOR PERFORMANCE FUNDING REQUEST**  
**March 2022**

In the fall of 2021, the Salt Lake County Council passed legislative intent to support a new pay for performance plan to incentivize, reward, and retain high performing employees. The development and implementation of a pay for performance plan to meet SLCo's needs will be a significant multi-year undertaking and will require the need to hire consulting and time limited staff resources to develop and manage the implementation of the program.

The planning stage, which will take place in Year 1, will inform the larger pay for performance program and specific resource needs for future years. As such, at this time we are asking for funding for Year 1.

In Year 1 we will form committee(s) to engage and update County leadership and other stakeholders on planning and progress, review and revise HR policies to facilitate this new model, and engage managers and supervisors to ensure ownership and buy-in. Also, in Year 1 we will provide enhanced manager training on setting clear goals and expectations with employees and on providing critical feedback/handling difficult conversations. Additionally, we will explore interim steps to connect annual pay increases to employee appraisal scores.

Key components of the process to design and implement pay for performance that will require additional funding are as follows:

**SURVEYS**

- Salary and Benefits Survey: This survey will provide current market data to inform Salt Lake County's compensation and benefits offerings and can be covered through ESR funds.
- Comprehensive Management and Employee Engagement Survey: We will launch a survey to gain insight into the employee experience -- to identify what employees value at Salt Lake County and where there are opportunities to improve their experience. This survey will also provide an opportunity to engage employees and communicate their value. The related management survey will assist in identifying possible gaps in perspective between employees and managers. Following the analysis of the survey data, an employee engagement coordinator (1 new time limited FTE for years 2 and 3) will engage with agency leadership to address concerns and will offer related programs to strengthen communication between managers and employees. Findings from the initial survey(s) will serve as benchmarks; surveys will then be conducted on an annual basis to inform progress.

**EXPERT GUIDANCE AND PROJECT MANAGEMENT**

- Pay for Performance Consulting Services: Identify and retain a consulting firm with deep experience and understanding of effective pay for performance models within governmental entities. This firm will play an integral role in the development and implementation of the pay for performance system and will likely be retained for 12 to 18 months.
- Project Management: The transition to a pay for performance system is an enormous undertaking that will require a dedicated HR Manager (one-time limited FTE for years 1, 2, and 3) working under

the leadership of the HR Director to manage the project and the timeline, coordinate among the various aspects of planning and implementation, and ensure stakeholder engagement.

#### **YEAR ONE FOUNDATIONAL ACTIVITIES**

- Enhanced Supervisor Training: HR's Training and Development team will develop and implement an enhanced training program to strengthen supervisory skills, with the goal of providing managers with the ability to establish objective performance measures, to evaluate employee performance, and to provide effective feedback to employees. This will require an additional dedicated time limited FTE for years 1, 2, and 3.
- Investment in Change Management: The adaptation to a pay for performance model for SLCo will require a change management plan and approach to ensure engagement and buy in by managers and employees. This work will initially require an organizational development professional (one-time limited FTE for years 1, 2, and 3 and then 2 organization development specialists for years 2 and 3) to develop and implement the plan.



FUNDING REQUESTS - PAY FOR PERFORMANCE	TL FTEs	YEAR 1		YEAR 2		YEAR 3		NOTES
		HR	ESR	HR	ESR	HR	ESR	
<b>Surveys Development and Implementation:</b>								
* Salary and Benefits Survey			50,000					Consulting services to conduct survey.
* Management & Employee Engagement Survey			50,000				-	Initial investment to design and build tool and process/procedure; annual survey
Employee Engagement Coordinator for survey admin/findings	1			111,000		111,000	-	TL FTE to administer survey and work with management related to findings (Grade 15 \$75k * 48% burdens) in years 2 and 3
<b>Expert Guidance and Project Management:</b>								
* Pay for Performance Consulting Services			500,000		250,000		-	Estimated over 18 months
* Project Manager	1	102,127		136,169		136,169		TL FTE to develop, launch, refine program and manage stakeholder engagement (Grade 17 \$92k * 48% burdens) in years 1, 2, and 3
<b>Year One Foundational Activities:</b>								
* Enhanced Supervisor Training/Training Facilitator	1	83,250		111,000		111,000		TL FTE (Grade 15 \$75k * 48% burdens) in years 1, 2, and 3
* Investment in Change Management								
Change Management/Organizational Development Manager	1	167,991		167,991		167,991		TL FTE (Grade 18 \$113,500 * 48% burdens) in years 1, 2, and 3
Organizational Development Specialists	2	-		222,000		222,000		TL FTEs (Grade 15 \$75k * 48% burdens) in years 2 and 3
<b>TOTAL PAY FOR PERFORMANCE</b>	<b>6</b>	<b>353,368</b>	<b>600,000</b>	<b>748,161</b>	<b>250,000</b>	<b>748,161</b>	<b>-</b>	
<b>ANNUAL ESTIMATED TOTALS</b>		<b>953,368</b>		<b>998,161</b>		<b>748,161</b>		