

## **Legislative Intent: Pay for Performance**

It is the legislative intent of the Salt Lake County Council to support a strategic shift in Salt Lake County's compensation philosophy that needs to be strategically and carefully implemented. It is important that the new HR Director works in coordination with each of the independent elective offices, the Mayor's office and the County Council as a transition committee to gather input, get good data, and guarantee a smooth transition.

There are specific steps that must happen, several that have already been included in previous legislative intent.

1. There needs to be an accurate, statistically valid Salary Survey done for all county positions and a plan developed to bring the positions up to relevant markets.
2. A policy for proper management of the step-in grade, which details adjustments for inflation (moving the bottom end of the step-in grade) and a salary survey (moving the top end).
3. There needs to be a revised methodology for evaluating employee performance and the ability to create personal development plans, as part of that process. That process should focus on rewarding higher performance. The goal being to incentivize and reward high employee performance and improvement. HR will work with each of the departments and areas to develop an appropriate evaluation and employee development form that meets each area's needs that ties the metrics of the department and area.
4. To evaluate, on a County wide basis, career development opportunities through training programs and other leadership development programs for all employees. This will bring strong employees to market in a timely fashion and as a result reduce County turnover to other public sector employees along the Wasatch front who utilize this tool.
5. There needs to be a deep dive into each of the different departments and entities in the county to review their mission, vision and values, their metrics to measure success and verify that those things are translated down to metrics linked to job descriptions and positions within the organization. From those metrics and additional assessments at the time of the review, employees can be assured that they are receiving a fair review of their performance.
6. Finally, there needs to be developed an ongoing training on the proper way to manage and administer this type of pay for performance process so that it is fair and consistent across the county.
7. Furthermore, the County HR will take a closer look at the possibility of a way to assess managers and employees, both from the top down and from the bottom up.

The County Council will work with Human Resources, committees that currently deal with employee rewards and other entities to build a program and revise HR policy, as needed, in order to effectuate these changes in a systematic, rational, and fair manner throughout the County.