EPIC
PROJECT UPDATE

October 17, 2023

EPIC PROJECT UPDATE

Agenda

- Project Status
  - Performance Management
    - Completed
    - In Progress & Upcoming Activities
    - Performance Management System Preview
  - Compensation
    - Completed
    - In Progress & Upcoming Activities
    - Compensation Process Preview

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Performance Management Progress

- Completed
  - Employee survey & focus groups
  - New PM concept rolled out to EPIC steering committee on October 2nd
  - Pilot groups selected
  - Pilot group preliminary meeting October 4th
- In Progress & Upcoming Activities
  - Working group & project team focused on system design with guidance from external consultant & steering committee
  - Pilot
    - Small group meetings October 2023
    - Initial skills training November & December 2023
    - System training January 2024
    - Program runs February thru July 2024

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Modern Performance Management

High-Level Project Goals and Objectives:

1. Enhance Organizational Performance
2. Foster a High-Performance Culture
3. Ensure Fairness and Equity in Performance Evaluations
4. Strengthen Talent Retention and Attraction
5. Improve Manager/Employee Collaboration and Development

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Performance Management Key Elements

Overall rating is determined by:
- County Expectations (Binary Rating)
- Weighted Functional Areas
  - **Competencies** are assigned based on the job description and department/agency alignment

Overall Performance is rated on a 3-tier rating scale
- Building (Developing)
- Solid (Effective)
- Strong (Achieving)

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Performance Management – County Expectations

These reinforce our foundational values and are critical to creating a respectful and professional environment where all employees have the opportunity to succeed.

Core Values – Respect, Integrity, Caring and Excellence
Code of Conduct
I.D.E.A. – Inclusion, Diversity, Equity and Access

Highest Ethical Standards	Fostering Relationships	Fairness & Respect	Public Trust & Accountability	Safety	Service Orientation
• Abides by Standards of Conduct	• Teamwork • Communication	• Building trust • Alignment to IDEA values	• Meeting statutory obligations • Upholding citizen's rights	• Always performs in a safe work manner	• Dependability • Customer Service • Community Relations

Binary Rating: Meets Expectations or Needs Improvement

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Performance Measures

Factor	Definition
Job Knowledge	Demonstrates a thorough knowledge of key responsibilities through application in the workplace. Uses both general and specific knowledge to be effective.
Productivity	The quality and amount of work produced over the review period is accurately prioritized and meets the established standards or requirements. Work is completed with minimum use of time and resources.
Effectiveness or Impact	The degree to which the employee is successful in producing desired results and identifying and implementing innovative solutions. Appropriately discerns to make good decisions in a timely manner after considering alternatives.

1-3 Rating Scale: Building, Solid, Strong

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Comment Areas

Topic	Focus
Notable Strengths	Positive feedback, highlight exemplary contributions and employee's strengths
Areas for Development	Developmental feedback, highlight growth areas
Overall Comments	Summary and additional comments

*These 3 comment sections should be required and will provide justification for the rating categories
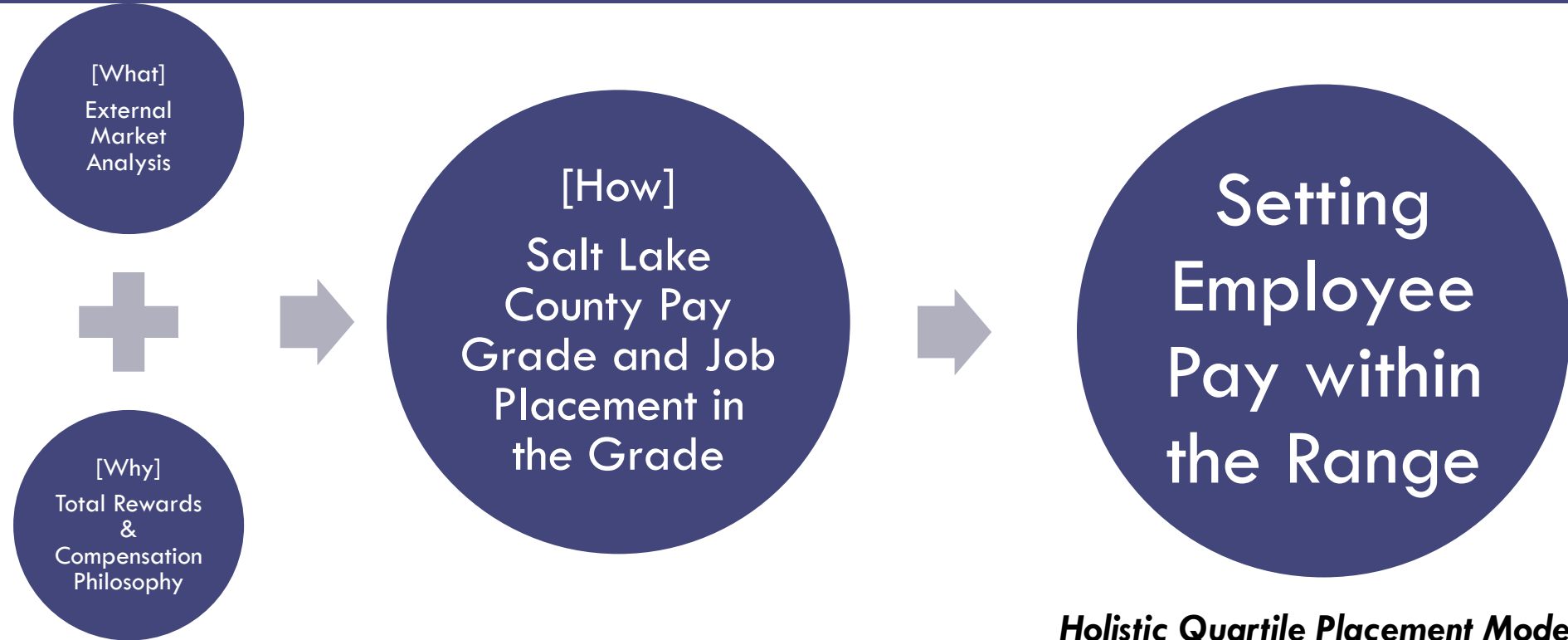
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- Completed
  - Market review
  - Previewed proposed system with Total Rewards Advisory Committee (TRAC) July 19th & August 24th
    - New compensation methodology & processes to create a nimbler system
    - Setting starting salaries using quartile system with guidelines
      - Provides flexibility & consistency

- In Progress & Upcoming Activities
  - Continued development of system, tools & training

EXTERNAL MARKET

EXTERNAL MARKET ANALYSIS AND INTERNAL ADMINISTRATION WITHIN THE RANGE
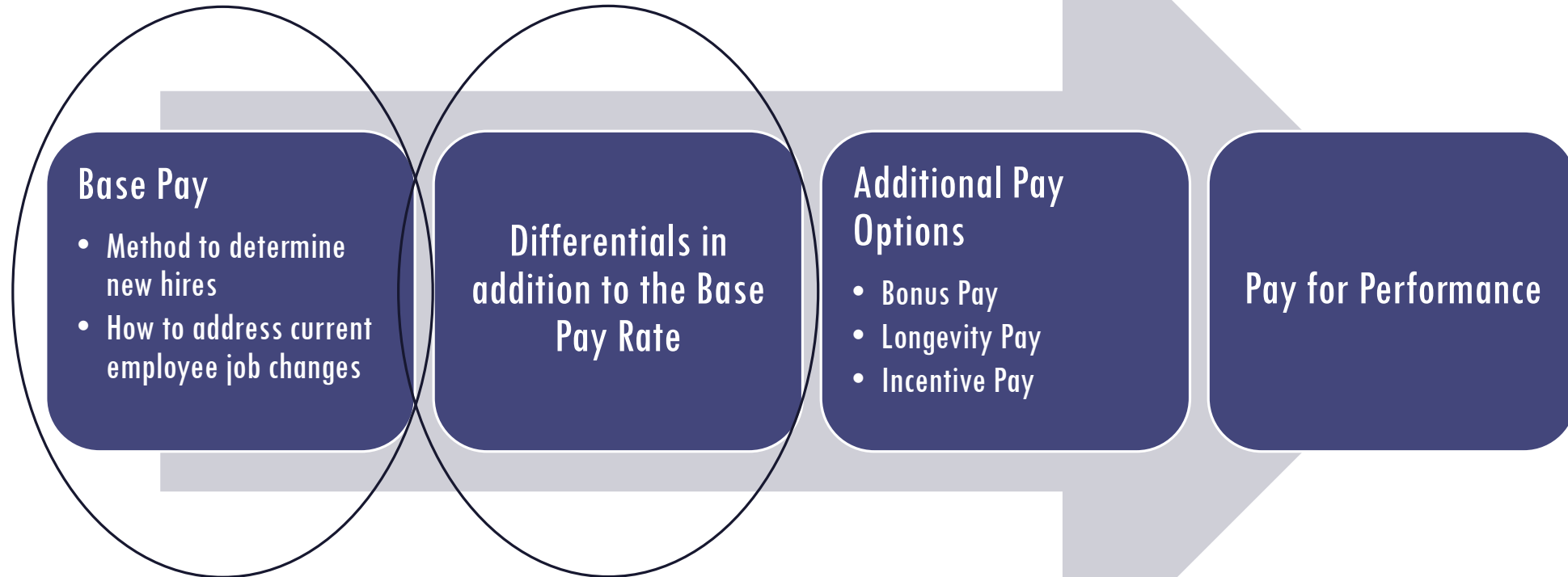
[What]
External Market Analysis

+

[Why]
Total Rewards & Compensation Philosophy

→

[How]
Salt Lake County Pay Grade and Job Placement in the Grade

→

Setting Employee Pay within the Range

Holistic Quartile Placement Model

BUDGET

BIG PICTURE

Base Pay
- Method to determine new hires
- How to address current employee job changes

Differentials in addition to the Base Pay Rate

Additional Pay Options
- Bonus Pay
- Longevity Pay
- Incentive Pay

Pay for Performance

Think about the quartile as the "range within the grade"

ESTABLISHING PAY RATES

HOLISTIC QUARTILE PLACEMENT MODEL

- This holistic quartile placement process 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
  - Market conditions
- Continued partnership between the Division and their Business Partner
  - Exceptions require HR approval
- Training and ongoing oversight by HR
  - Clear guidelines and definitions, training and some oversight of the program and decisions
  - We will explore a structured decision support tool to be created based on the guidelines.

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**

BIG PICTURE

Fall 2023	Budget process for 2024 annual increases.
January 2024	Apply approved 2024 annual increases.
March 2024	Finalize tools and resources to support the holistic quartile placement model.
April – June 2024	Train compensation decision makers and stakeholders on the holistic quartile placement model.
July – August 2024	Implement compensation decision making based on the holistic quartile placement model.
2024	Determine the application of pay in the Pay for Performance model.
Mid-Late 2024	Communicate the application of pay in the Pay for Performance model to all employees.
January 2025	Initiate Performance Management process and Pay for Performance model County-wide.
January 2026	Employees receive first Pay based on Performance.

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