CM-19-22 Appendix B



JOB EVALUATION



JOB EVALUATION PROJECT

VISION

Modernize our job evaluation structure to ensure it accurately reflects the work performed, captures what each position contributes to the organization, and how the role is rewarded.

MISSION

Create a modernized Job Evaluation plan that captures the appropriate compensable factors and applies them uniformly and fairly to all non-union jobs.

GOALS

- 1. To attract and retain talent
- 2. To modernize job ratings and make them current, equitable and fair
- 3. To ensure our job ratings reflect the organization's culture and values
- 4. To establish a maintenance process that ensures job ratings stay up-to-date
- 5. To implement a governance process
- 6. To establish baseline criteria and standardization for all jobs
- 7. To increase job satisfaction



KEY STEPS OF THE JOB EVALUATION PROJECT





Job Evaluation



Pay Equity



Market Review



Salary Structure



Ongoing Maintenance

Job Information Collection includes:

- Job Descriptions
- Job Questionnaires

Job Evaluation is a systematic comparison between jobs to assess relative worth.

Job Evaluations can be performed by:

- HR Team
- Job Evaluation Committee
- Evaluation of Benchmark Jobs

The Pay Equity Act requires employers to pay female jobs the same as male jobs if they are of comparable value.

The value of jobs are based on levels of:

- Skill
- Effort
- Responsibility
- Working Conditions

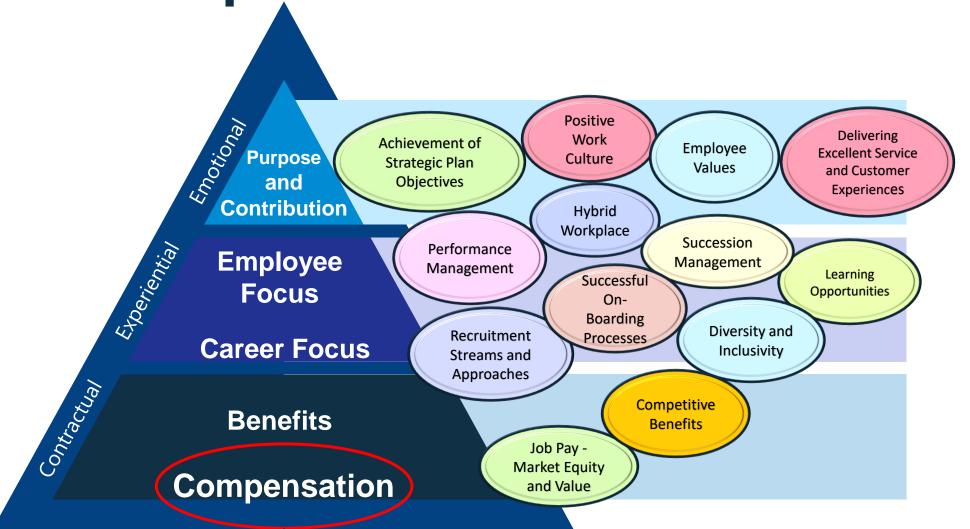
Market Review is the process of analyzing external salary survey data to establish the worth of jobs, based on and helps ensure that several scopes, such as:

- Geography
- Industry
- Revenue

Salary Structures are an important component of an effective compensation program pay levels for groups of jobs are competitive externally while equitable internally

Ongoing Maintenance involves reviewing an organization's pay structure annually to maintain target position

IMPACT OF THE JOB EVALUATION PROJECT Compensation is Foundational



MEASURING SUCCESS

- √ V2F workforce objectives achieved
- ✓ City Manager's "Our People" objectives are achieved:
 - ✓ Employee positive attitude score 85%
 - ✓ Employee engagement score 85%
 - ✓ Voluntary turnover less than 7% overall and less than 5% for corporate management team
 - ✓ Increase City actual market position to 55th percentile or above
- ✓ Less time to fill a position
- ✓ Decrease in negotiation time;
 - 1. Internal equity concerns in comparison to external candidate demands will lessen;
 - 2. We will not have to post more than once due to compensation for the same position.
- ✓ Shift our % of internal promotion from a 50/50 split to closer to 60/40
- ✓ Actual salaries will be at the market position.
- \checkmark Time to job rate will be closer to 8 years (vs. 23 years) earning potential needs to be attainable.

CURRENT RISKS

Budget

Inability to properly fund implementation in a timely manner:
 Attraction and retention initiatives will have diminished results

Staff Resources

• The time to implement: Staff leading and involved in project delivery are doing this off the sides of their desk and this impacts our ability to execute.

Significant Change

• Staff will not trust the new process: There is a lot of change involved (new pay bands, new position descriptions and groupings, new titles, impact on pay). Change is messy and needs to be managed and lead well.

Coordination with ERP

 Implementation cost increase: If not coordinated with ERP a separate implementation of JE process and policy outcomes will need to occur within Workday and will have to be budgeted.

WHAT WILL SIGNIFICANTLY IMPACT IMPLEMENTATION?

Market Position

Actual salaries (versus job rates) in comparison to market position.



Merit System

Having a merit system that differentiates performance levels

New Start Rates

Number of and the degree to which employees fall below their new start rates



The inability to
__ properly fund _
implementation
in a timely manner

Current State

Results of the external market analysis – how close are job rates to the 65th percentile?

New Ranges

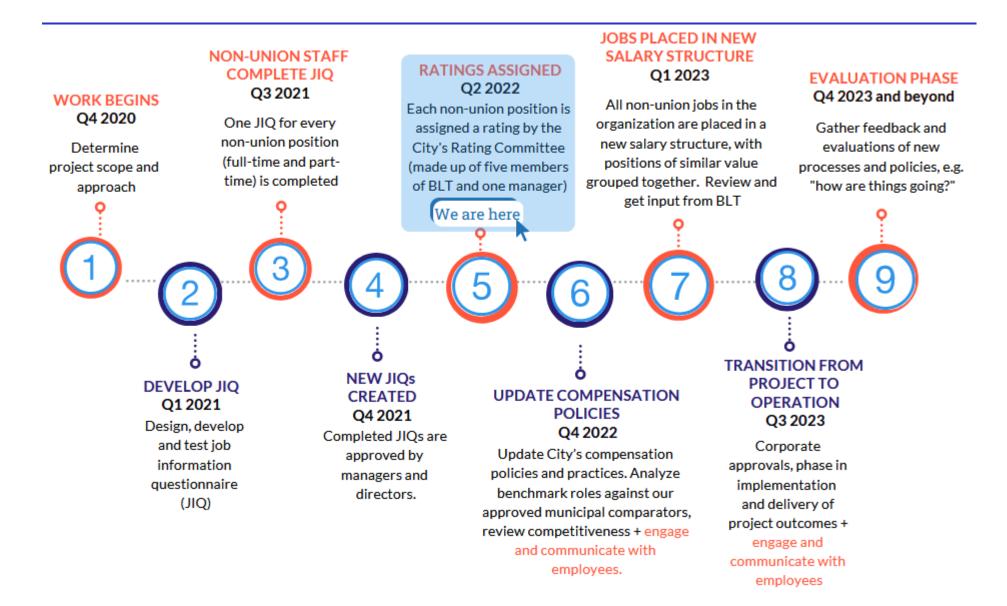
Our ability to realistically budget at a higher level of compensation to create a merit budget to move employees through the new ranges in 8 years versus 23 years.



Policy Changes

Other policy changes that are affected due to the implementation of the Job Evaluation Program

PROJECT ROADMAP AND TIMELINES



MOST IMPORTANTLY

This is a Foundational Project

- ★ The project will be a complete overhaul and redesign of current processes, structures, systems and policies.
- **★** The outcomes of the project will have legacy impact, for years to come.
- ★ The work, outcomes and results that come with the ★ Outcomes will be sustained with a culture of project is both exciting and daunting at the same time.
- ★ Fundamentally, the results of the project will impact some of the most important elements that people identify by, relate their value to and form their status on.

Continuous and Evolving Process

- ★ There will be iterations and phasing of the project as there are complicated and integrated policies associated
- ★ We will continue to learn and adjust
- continuous improvement

