



# 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

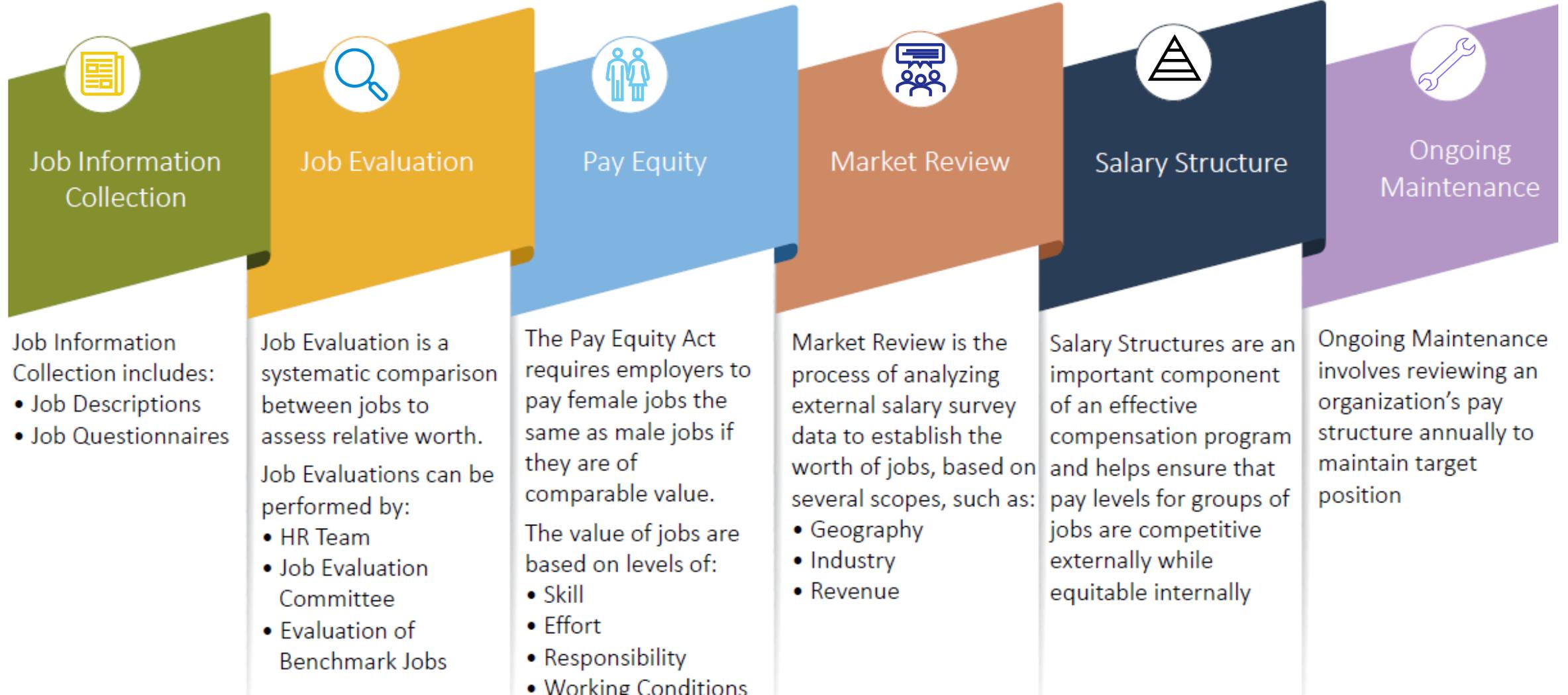
Create a modernized Job Evaluation plan that captures the appropriate compensable factors and applies them uniformly and fairly to all non-union jobs.

## 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

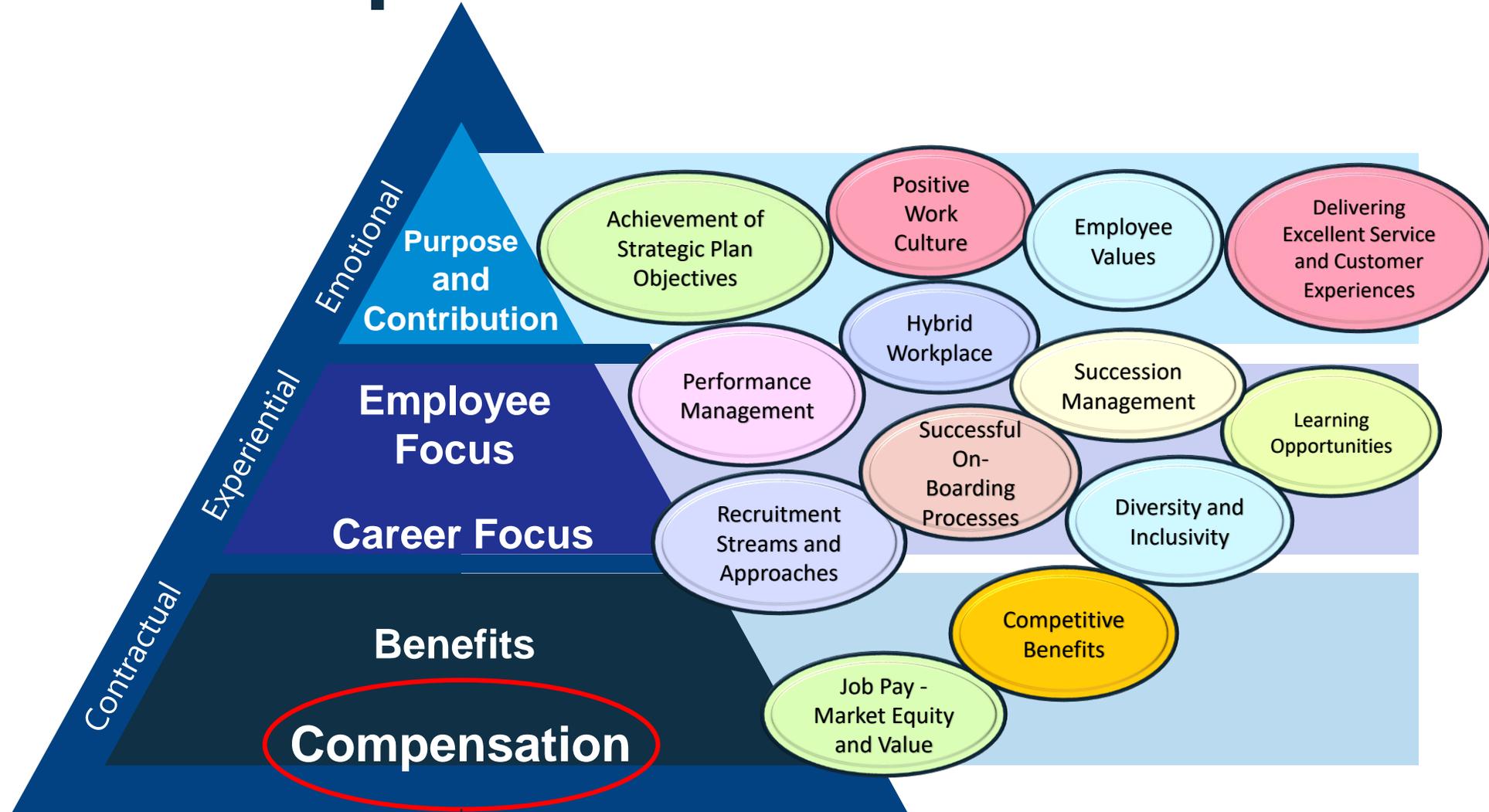


# KEY STEPS OF THE JOB EVALUATION PROJECT



# IMPACT OF THE JOB EVALUATION PROJECT

## Compensation is Foundational



→ This is why the JE Project is Important!

# 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.
- ✓ 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

## COST

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 Start Rates

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

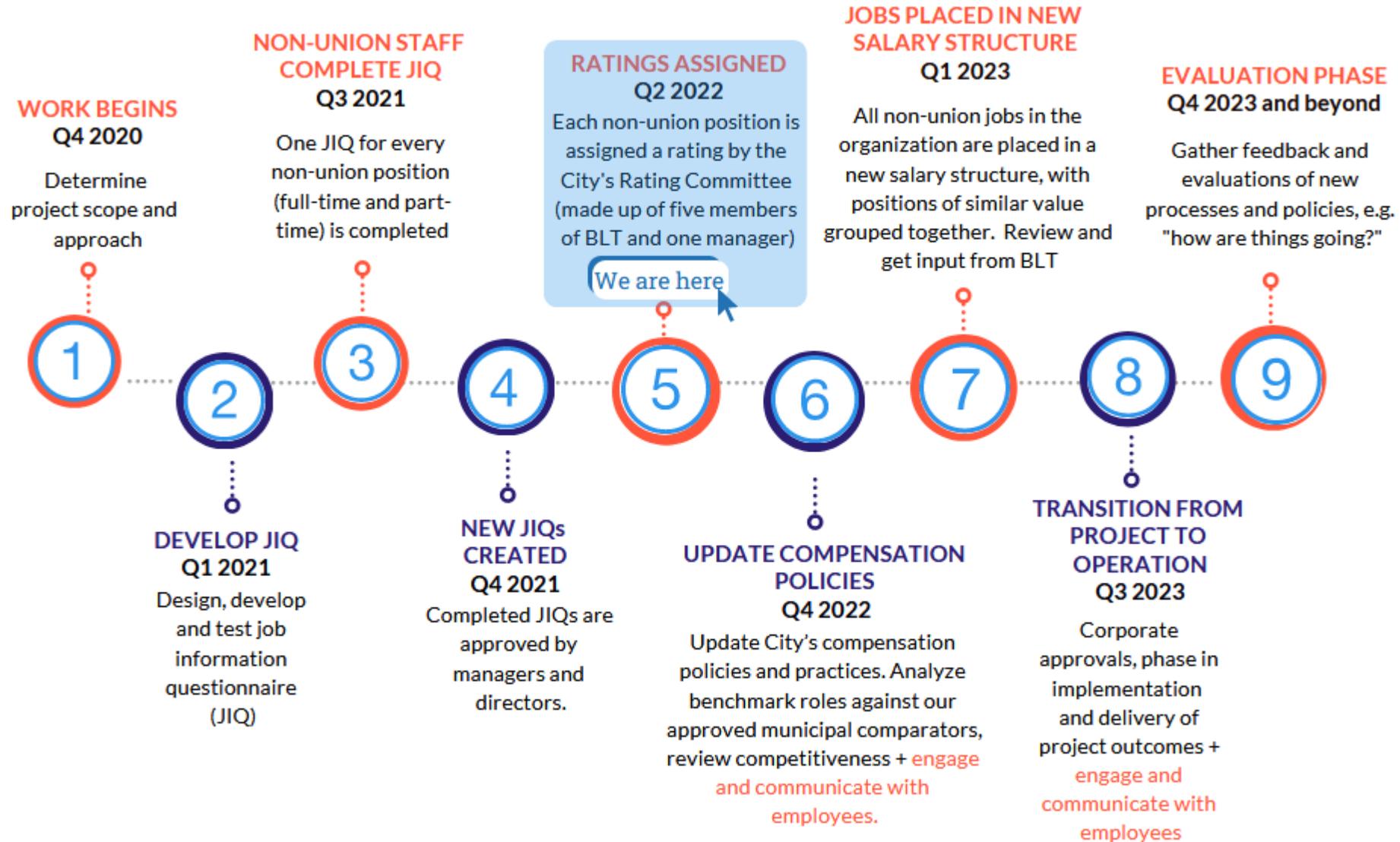
## New Ranges

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 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
- ★ Outcomes will be sustained with a culture of continuous improvement

