

BOARD OF COMMISSIONERS OF UTAH COUNTY, UTAH
Public Budget Work Session – Human Resources
October 9, 2020
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PUBLIC NOTICE IS HEREBY GIVEN THAT THE
BOARD OF COMMISSIONERS OF UTAH COUNTY, UTAH

WILL HOLD A PUBLIC WORK SESSION
IN THE COMMISSION CHAMBERS – ROOM 1400
OF THE UTAH COUNTY ADMINISTRATION BUILDING
100 East Center Street, Provo, Utah
October 09, 2020 – 9:00 A.M.

Members may participate electronically at will, with the anchor location as stated above.

In accordance with the Orange level guidelines instituted by the State Department of Health in the City of Provo, members of the public are strongly encouraged to participate electronically. Physical attendance will be limited to 20 people (including staff) at the anchor location. Once the room has reached capacity the doors will be locked, and additional attendees will be invited to participate online. All individuals in attendance must comply with Provo City Code 9.25 requiring face coverings in indoor spaces where social distancing is not possible with certain exemptions.

The public may participate electronically by joining via zoom at the following link: <https://zoom.us/j/9938818466> or calling (346) 248-7799 or (669) 900-6833, meeting ID: 9938818466. Comments will be limited to three (3) minutes per individual unless otherwise approved by the Board. Please state your name at the beginning of the comment. Please no foul or abusive language.

If a member of the public is unable to provide comment electronically then they may contact the commission clerk to submit written comments for the record by emailing commissionclerk@utahcounty.gov or by calling 801-851-8111

~WORK SESSION MEETING MINUTES~

*Commissioner Ainge in Attendance.
Commissioner Ivie via Teleconference.
Commissioner Lee in attendance part way through meeting.*

(Meeting Began: 10:45 AM)

WORK SESSION

1. WORK SESSION RELATED TO THE 2021 UTAH COUNTY BUDGET

HUMAN RESOURCES

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RALF BARNES, DIRECTOR OF HUMAN RESOURCES – TODAY I WILL COVER IS A REPORT YEAR TO DATE AND THEN GIVE AN OVERVIEW AND A RECOMMENDATION OF COUNTY-WIDE PAY PLAN ACTION.

(Gave Presentation)



The human resources department supports Utah County success by attracting, retaining and developing our most important asset - people. Built on a foundation of **responsiveness**, expertise and strategy alignment, our mission is to create organizational value while maintaining fairness and consistency in the application of policy. Utilizing HR best practices, we strive to select and develop employees with the attitudes and competencies required to achieve successful organizational outcomes.

RALF BARNES – I AM PASSIONATE ABOUT THE EFFECT HR CAN HAVE ON AN ORGANIZATION AND WE REALLY DO STRIVE TO MAKE A DIFFERENCE. WE WANT TO BE SEEN AS THAT HR DEPARTMENT WHO IS SOLUTION ORIENTED AND NOT ONE THAT GETS IN THE WAY. WE’RE ABOUT PROVIDING SOLUTIONS AND HELPING EACH ONE OF THE DEPARTMENTS ACHIEVE THEIR GOALS.



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What we do

- Recruit and retain qualified and productive Individuals
- Provide a competitive pay & benefits plan
- Pay employees in compliance with labor law
- Provide performance management tools and support
- Securely all employee data and records
- Fair and consistent administration of HR policies and procedures
- Training and development for Individual and organizational success
- Investigations and employee relations recommendations
- Improve employee engagement and productivity
- Promote and provide employee wellness and a safe work environment

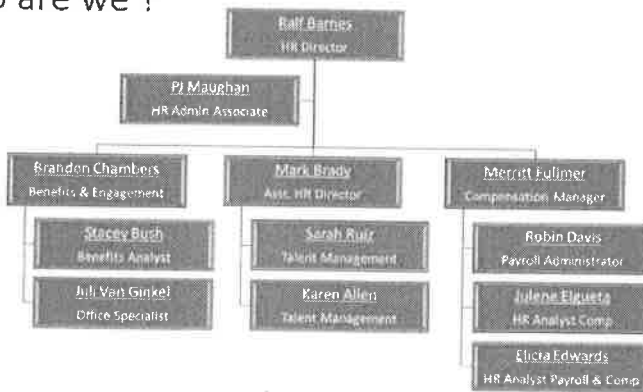


Who do we serve?

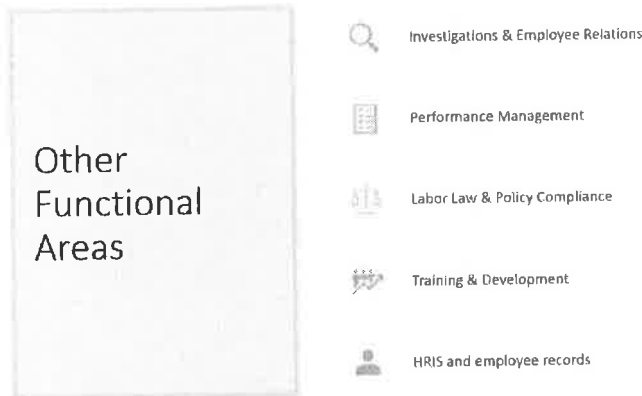


LEVERAGING TECHNOLOGY AND CONTINUALLY WORKING ON IMPROVING OUR PROCESSES ALLOWS US TO HAVE A HIGHER STAFF TO EMPLOYEE RATIO.

Who are we ?

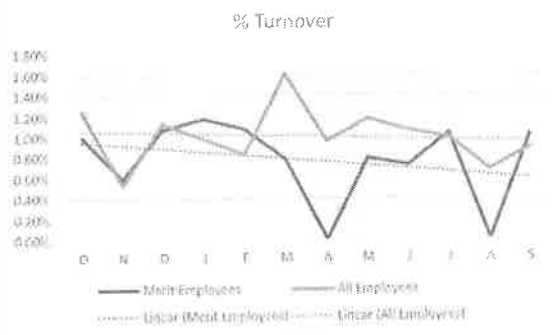


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OUR DEPARTMENT IS CONSISTENTLY BEING TRAINED ON LABOR LAW AND ALWAYS WANT TO BE UP TO DATE ON POLICY COMPLIANCE.

Talent Management



COMMISSIONER AINGE – WHAT’S YOUR GENERAL VIEW ON TURNOVER WHEN YOU THINK OF GOALS?

RALF BARNES – THERE IS DEFINITELY A COST TO TURNOVER. IF YOU GO TO THE LITERATURE, IT’S A LEAST \$5,000 A TIME AND IT CAN BE AS HIGH AS THE ANNUAL SALARY OR AN EMPLOYEE DEPENDING UPON THEIR LEVEL SO THERE CAN BE SIGNIFICANT COSTS WITH HAVING SOMEONE QUITE AND HAVING TO REPLACE THEM.

THERE’S ALSO SAVINGS WITH TURNOVER BECAUSE YOU HAVE AN OPEN POSITION AND YOUR DEPARTMENTS ARE MADE TO JUST DO WITH WHAT THEY HAVE. NOW THAT DOES HURT OUTCOMES, SERVICE OR QUALITY. SO GENERALLY SPEAKING, A CERTAIN LEVEL OF TURNOVER IS HEALTHY. WE ARE CURRENTLY AT 8.9 WHICH IS REALLY GOOD FOR THE COUNTY OVERALL. EMPLOYEES WHO ARE MERITED, I WOULDN’T THINK WE’D WANT TO GO LESS THAN 7 OR 8.

COMMISSIONER AINGE – IS THERE ANY PART OF THIS THAT KIND OF ISOLATES VOLUNTARY VERSUS INVOLUNTARY.

RALF BARNES – ABOUT 25 OF OUR TERMINATIONS OVER THE LAST YEAR HAVE BEEN EMPLOYEES WHO HAVE BEEN IN PROGRESSIVE DISCIPLINE AND SO THE IDEA BEHIND THAT, AND WE DON'T GO AROUND SAYING THIS IS A GREAT ACCOMPLISHMENT, BUT WE HAVE BEEN ABLE TO MOVE OUR EMPLOYEES WHO ARE NOT A GOOD FIT OR HAVE PERFORMING OR CONDUCT ISSUES. I BELIEVE THAT IS SUPER IMPORTANT AND IT HELPS MORALE ACROSS THE COUNTY.

COMMISSIONER AINGE – I APPRECIATE THAT PERSPECTIVE THAT YOU BRING. IT'S IMPORTANT FOR OUR MORALE, BUT IT'S ALSO IMPORTANT FOR THE PUBLIC BEING STAKEHOLDERS IN THE COUNTY AND TAXPAYERS. I THINK THERE'S AN INCLINATION TO OVERWEIGHT EITHER SIDE OF THIS. WE CONSTANTLY ARE SAYING LET'S GIVE EMPLOYEE PAY RAISES OR A MENTALITY OF LET'S JUST FIRE. BUT PROBABLY THE HEALTHIEST CULTURE IS WHERE THERE IS BOTH. WE'RE NEVER GOING TO GET 100%. I THINK MOST ORGANIZATIONS DON'T REALLY STRIVE FOR 100%. THERE'S GOING TO BE PEOPLE THAT ARE NOT THE RIGHT FIT AND THEY END UP NOT PERFORMING AND SO TO BELIEVE THAT YOU'RE NEVER MANAGING ANYONE OUT OR YOU'RE NEVER HOPING FOR SOME ATTRITION, I THINK WOULD BE NAÏVE AND AT THE SAME TIME, THAT ALSO SENDS A MESSAGE OF, 'IF YOU'RE NOT A FIT, IF YOU'RE NOT KEEPING UP TO PERFORMANCE, THERE'S THE DOOR'. BUT ALSO, IF YOU DO, THERE ARE REWARDS, AND THIS IS A GOOD PLACE TO BE.

I APPRECIATE HOW YOU'VE BEEN MINDFUL OF BOTH AND THAT YOU'VE HELPED OUR DEPARTMENTS SEE THAT THEY CAN MANAGE BOTH WAYS.

RALF BARNES - IT'S DEFINITELY A BALANCE AND IT A LOT OF WORK BUT IT'S THE RIGHT THING TO DO.



Talent

2020 Goals: Improve hiring process, increase Workday utilization, eliminate paper in all processes

- Posted 160 positions ↑ 12%
- Received a total of 7,554 applications ↑ 15%
- Applicants per position 47 ↑ 22%
- Total hires 291 ↑ 9%
- Time to hire 32 days ↓ 19 (poll & COVID hires)
- Merit employee annual turnover 8.9% ↓ 16%
- Part time employee annual turnover 15.7% ↓ 19%
- DDAPT Separation

COMMISSIONER AINGE – WHAT IS THE ACTUAL START AND END POINT?

RALF BARNES – THE START POINT IS THE DAY THAT WE GET THE APPROVED REQUISITION AND THEN THE END POINT IS THE DAY TO GET AN OFFER LETTER.

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WE HAVE EXPANDED OUR ADVERTISING REACH. WE'RE ON LINKEDIN AND WE'RE ON SOME OTHER WEBSITES TO REACH OUT TO ALL THE UNIVERSITIES. WE DO SOME ACTIVE RECRUITING WHERE WE GO ONLINE TO CERTAIN SITES TO TRY TO TARGET PEOPLE. IT'S REALLY MORE ABOUT THE ADVERTISING. WE'RE JUST TRYING TO BRING IN A MORE DIVERSE GROUP OF APPLICANTS.

WE SAW AN INCREASE IN THE APPLICANTS EVEN PRIOR TO COVID, BUT THERE'S DEFINITELY BEEN A JUMP SINCE.

COMMISSIONER AINGE – WHAT WOULD BE REALLY INTERESTING IF YOU COULD ALSO BUT HAVE A QUALITATIVE MEASURE BECAUSE I KNOW OFTENTIMES YOU CAN GET INUNDATED WITH UNQUALIFIED APPLICANTS.

RALF BARNES - THAT'S SO IMPORTANT AND IT'S SOMETHING WE DO WANT TO MEASURE. IT IS HARD TO DO. YOU CAN DO IT USUALLY REQUIRES SELECTING SOMEONE AND DOING CERTAIN SURVEYS THROUGHOUT THE YEAR.

COMMISSIONER AINGE - I'M NOT EVEN SAYING QUALITY HIRES BUT APPLICANTS, ESPECIALLY WITH SOME OF THESE WEB SERVICES AND YOU I HAVE TALKED ABOUT THIS - SOMETIMES YOU GET CANDIDATES THAT ARE NOT EVEN CLOSE TO MEETING THE CRITERIA AND ARE NOT GOING TO BE INTERVIEWABLE.

RALF BARNES – THAT'S PRETTY MUCH INDEED. INDEED DOES BRING IN FLOCKS OR PEOPLE AND WE'VE GOTTEN SOME GREAT PEOPLE THROUGH INDEED BUT IT BRINGS AN A LOT OF GARBAGE TOO. THAT'S THE BEST WORST EXAMPLE.

COMMISSIONER AINGE - SO TO MONITOR THE NUMBER OF QUALIFIED POSITIONS OF THAT WOULD BE INTERESTING.

RALF BARNES - NOW WHAT'S INTERESTING WE ACTUALLY HAVE STARTED MEASURING THAT VERY THING. THE RECRUITERS HAVE WORKED ON THAT AND WE ACTUALLY HAVE A SPREADSHEET. I JUST HAVEN'T QUANTIFIED IT YET, SO WE ARE WORKING ON THAT.

AS I MENTIONED, THE TURNOVER RATE IS REALLY GOOD RIGHT NOW. IN THIS GOVERNMENT SECTOR, IT'S USUALLY AROUND 14-15 AND WE'RE AT 8.9.

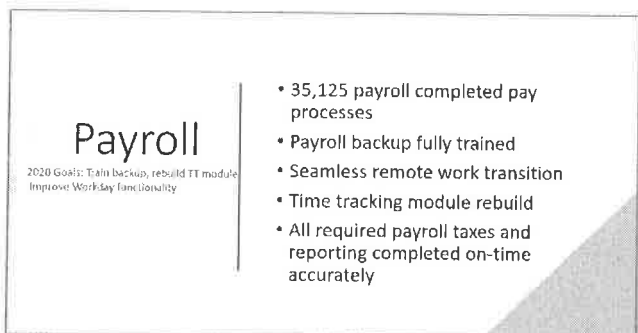
Compensation
2020 Goals: Recruitment, Payroll, Compensation, Staffing, and Job Descriptions

- 37% of 330 job descriptions updated (25 newly created and priced)
- 209 Workday position creation actions
- 2,172 compensation actions processed
- Payfactors pay evaluation software implementation (2020 \$24K budget)
- Phase 1 comp study completed (participated in 10 comp surveys)
- Pay action errors elimination process
- All 330 county jobs point factored
- Highline employee data moved into County system - \$10K savings

COMMISSIONER AINGE – IS 2021 GOING TO BE THE MEASUREMENT OF THE NEW W-2 COMPLIANCE PROCEDURES?

RALF BARNES – WE ACTUALLY WE ABLE TO MEASURE IT FOR THE 2019 W-2'S BECAUSE WE HAD THE CORRECTIONS IN PLACE BY THE END OF 2019 AND OF COURSE, 2017 W-2S WERE THE ISSUE AND THIS WAS SOMETHING THAT CAME TO US LATER. WE DIDN'T KNOW BECAUSE IT WAS PART OF THE TRANSITION FROM HR. THAT'S BEEN FULLY RECTIFIED, AND WE HAVE PROCESSES IN PLACE AGAIN. 2019 WAS 100% ACCURATE AND WE EXPECT NO ERRORS GOING FORWARD BECAUSE WE DO HAVE SIGNIFICANT PROCESSES IN PLACE. I DO WANT TO REITERATE IT WASN'T A PROBLEM WITH STAFF OR WORKDAY. IT WAS THE WAY IT WAS ROLLED OUT AND THE TIMING THAT IT WAS ROLLED OUT - THE 4TH QUARTER OF 2016 FOR 2017. IT WAS IMPOSSIBLE TASK IN THE MIDDLE OF A QUARTER.

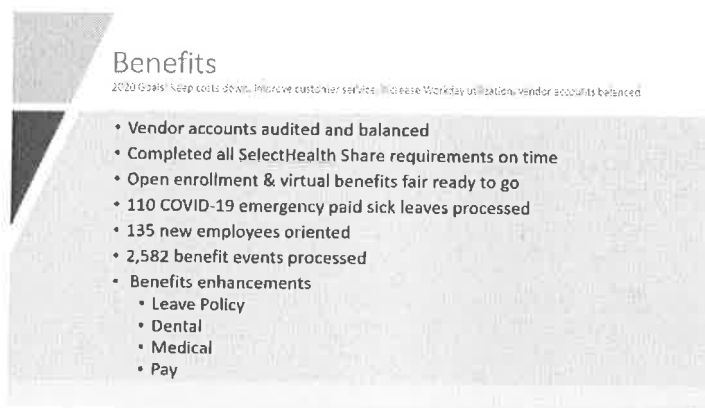
WITH THE HELP OF THE I.T. DEPARTMENT, WE WERE ABLE TO MOVE THE PREVIOUS YEARS DATA INTO THE COUNTY SYSTEM WHICH SAVED US \$10,000 A YEAR IN STORAGE FEES BECAUSE WE WERE HAVING TO PAY THEM JUST TO STORE OUR DATA.



Payroll

2020 Goals: Train backup, rebuild FT module
Improve Workday functionality

- 35,125 payroll completed pay processes
- Payroll backup fully trained
- Seamless remote work transition
- Time tracking module rebuild
- All required payroll taxes and reporting completed on-time accurately



Benefits

2020 Goals: Keep costs down, improve customer services, increase Workday utilization, vendor accounts balanced

- Vendor accounts audited and balanced
- Completed all SelectHealth Share requirements on time
- Open enrollment & virtual benefits fair ready to go
- 110 COVID-19 emergency paid sick leaves processed
- 135 new employees oriented
- 2,582 benefit events processed
- Benefits enhancements
 - Leave Policy
 - Dental
 - Medical
 - Pay

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Engagement
2020 Goals: Measure & Improve

- 80% Engagement Survey response rate
- 3.6 Mean Score

4.11	3.04	3.04	3.04	3.04	3.04
How satisfied are you with your supervisor's ability to manage your team?	How satisfied are you with your supervisor's ability to provide you with the resources you need to do your job?	How satisfied are you with your supervisor's ability to provide you with the information you need to do your job?	How satisfied are you with your supervisor's ability to provide you with the support you need to do your job?	How satisfied are you with your supervisor's ability to provide you with the feedback you need to do your job?	How satisfied are you with your supervisor's ability to provide you with the recognition you need to do your job?
3.17	3.11	3.11	3.06	3.06	3.05

Performance Management

2020 Goals: Train supervisors, new online appraisal, reduce turnover, recognition program



Training, Compliance & Employee Relations
2020 Goals: Update all policies, new LMS

- Supervisor Training – 3 Sessions
 - Harassment
 - Conduct, Performance, FLSA
 - WC, ADA, FMLA, Drug Testing
 - Leadership Transition
- 14 Investigations
- HR Policies - 52% updated
- Relias – LMS rollout (2020 budget \$45K)

RELIAS

1. Organizes Learning content in one location.
2. Provides unlimited access to eLearning materials.
3. Easily tracks and notifies learner of progress, performance and compliance.
4. Reduces Learning and Development costs and time.
5. Keeps employees up-to-date with compliance regulations.
6. Allows creation and uploading of department specific learning content
7. Significantly reduces organization risk of non-compliance lawsuits (\$250K)
8. Supports disciplinary actions and terminations with permanent record of training

Course content examples: Workplace harassment, ethical behavior, fraud risk, open and public meetings act, GRAMA, conflict of interest, outside employment, euiduct, drug free workplace, dept specific content, legal compliance, safety, defensive driving, cultural diversity, leadership development, basic management skills, supervisor training, electronic usage policy, compliant hiring practices...

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Q1: The supervisor training I attended was useful and will help me do my job better.



UTILIZATION: 37,727 AVG MONTHLY LOGINS



RFP FOR WORKDAY CONSULTANT ACCENTURE \$18K IN SAVINGS

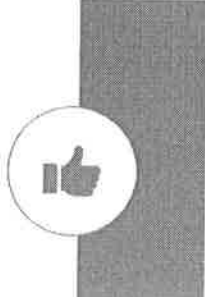


INTERNAL SUPPORT PROPOSAL (2021 ASK)

Item	Description	Amount
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100

Human Resources Service?

- Average survey rating = 4.1
- 5 = Excellent
- 1 = Poor



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2021 Goals

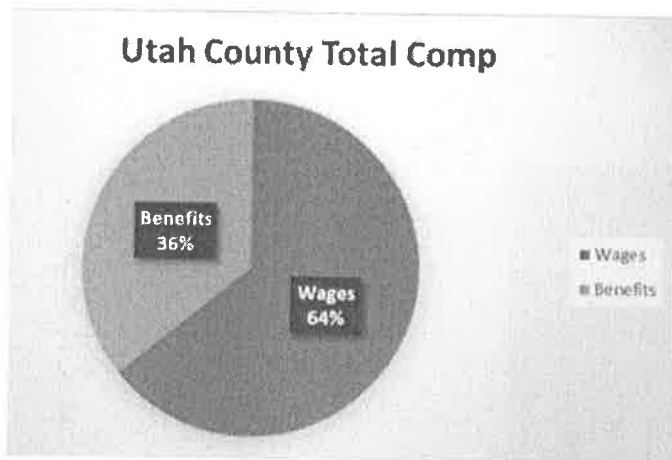
Goal 1: Improve the Employee Experience		
Outcome	What Does Success Look Like	Metric
Improve engagement Reduce voluntary turnover	Improved engagement score Positive employees, improved morale, healthy, reduced turnover	Engagement survey score, exit data, action plan compliance, turnover %
Goal 2: Add Value & Retain Talent		
Outcome	What Does Success Look Like	Metric
Useful job site Season 101 County-wide training complete	Policy compliance, effective performance mgmt, record of compliance, improved customer service	Web traffic, LMS utilization, # employees trained, engagement score
Goal 3: Increase Transparency & Retain Compensation		
Outcome	What Does Success Look Like	Metric
Employees understand total comp Comp tables complete 100% goal based class awards Increased recognition	Improved perception of benefits & comp plans	Engagement score, turnover, # appeals, # positions market priced
Goal 4: Increase Efficiency & Maintain Compliance		
Outcome	What Does Success Look Like	Metric
Maintain staff efficiency All policies updated Compliance training complete Internal WD support from training	Employees trained Policies updated Workday support cost down	HR staff ratio, # policies updated, # Refus compliance, # HR errors, WD support costs

COMMISSIONER AINGE – A MAJOR PROJECT WHERE YOUR EXPERTISE WAS NEEDED TREMENDOUSLY AND OF YOUR WHOLE TEAM WAS THAT DDAP MERGER WITH WASATCH MENTAL HEALTH. IT WAS PROBABLY THE MOST SIGNIFICANT HR EVENT THAT WE’VE HAD. YOU WERE A VERY VALUE-ADDED CONSULTANT THROUGHOUT THAT PROCESS, SO I REALLY APPRECIATED THAT.

YOU STARTED TALKING ABOUT HOW YOUR DEPARTMENT WAS MANAGING A LOT OF THESE COVID-RELATED LEAVE, BUT WE KNOW THAT AS WE ALL DEALT WITH COVID 19, YOU KIND OF HAVE TO INTERPRET BRAND NEW FEDERAL STATUTES AND IMPLEMENT SOME OF THOSE BENEFITS INTO OUR COUNTY POLICIES TO TAKE CARE OF OUR COUNTY EMPLOYEES. I REALLY APPRECIATE ALL OF THAT EFFORT.

ONE BIT OF FEEDBACK ON THE GOALS – I ALSO THINK THIS PRESENTATION HAS BEEN REALLY HELPFUL IN TERMS OF THE ANNUAL REPORT AND THE OVERVIEW OF WHAT YOUR DEPARTMENT’S DOING AND YOU’RE TAKING THE DEPARTMENT IN THE RIGHT DIRECTION. YOU DO HAVE ON THE METRIC (ABOVE) ON THE FAR RIGHT, SOMETHING THAT’S MEASURABLE AND I THINK THAT’S WHAT WE’RE GETTING AT. I THINK RUDY LIVINGSTON (BUDGET MANAGER) WOULD PROBABLY AGREE. THAT’S SOME FEEDBACK THAT WE’VE BEEN TRYING TO GET. THIS IS OUR SECOND YEAR WHERE WE’RE TRYING TO REINFORCE THIS, AND MEASURABILITY IS A KEY FACTOR NOT IN EVERY GOAL OR OUTCOME BUT AT LEAST IN A MAJORITY. SO, YOU HAVE SOME OF THOSE, BUT I WOULD PUSH YOU A LITTLE BIT TO PICK A LEVEL OF ATTAINMENT. IN NEXT YEAR’S PRESENTATION WHAT LEVEL WERE YOU SHOOTING FOR ON ANY OF THESE ONES THAT YOU HAVE A PERCENT OR A NUMBER NEXT TO. SO, IF YOU COULD BEFORE THE END OF THE YEAR, WE CAN PICK NUMBERS AND THEN THAT YEAR NOW WE KNOW WHAT YOU’RE SHOOTING FOR WHEN YOU GIVE NEXT YEAR’S REPORT.

RALF BARNES - THANK YOU. EXCELLENT FEEDBACK. WE’LL ABSOLUTELY DO THAT.



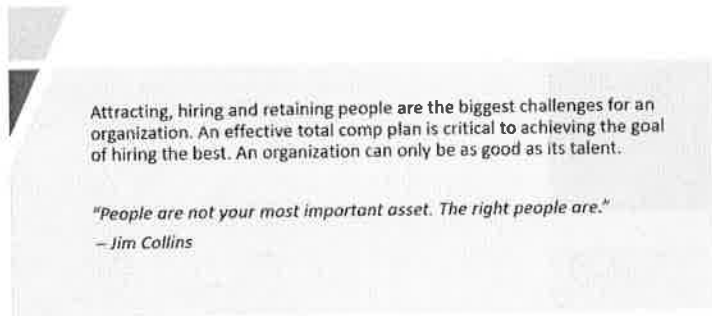
Philosophy - EVP



COMMISSIONER AINGE – WE CAN ALWAYS DO BETTER, AND I KNOW YOU’RE GOING TO TRY TO DO BETTER IN TERMS OF YOUR DEPARTMENT, BUT HUMAN RESOURCES ARE NOT REALLY CREATING THE EMPLOYEE VALUE PROPOSITION. BECAUSE THE DEPARTMENT HEAD IS MAKING PERSONAL DECISIONS AND HAS THE DAY-TO-DAY MANAGEMENT AND WHAT THOSE MAYBE ADVANCEMENT OPPORTUNITIES. YOU CAN BE A PARTNER. DO YOU SEE THE ROLE DIFFERENTLY OR WHAT DO YOU THINK ABOUT THIS?

RALF BARNES - I SEE, OF COURSE, THE COMPLIMENT BENEFITS SIDE WHICH WE DO CREATE. I SEE THE OTHER PARTS AS WE CAN HELP WITH THE CULTURE BY TRAINING AND ASKING THE QUESTIONS AND FINDING OUT WHAT EMPLOYEES

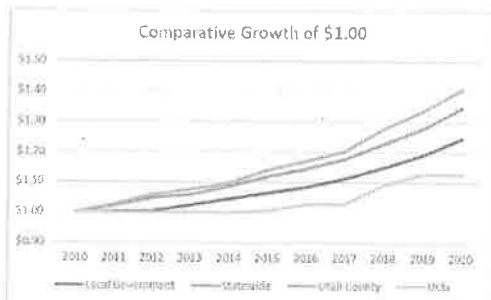
REALLY NEED AND WANT SO WE CAN PROVIDE THE TOOLS AND THE DATA BUT YOU'RE RIGHT – AT THE END OF THE DAY, IT'S THE IMMEDIATE SUPERVISORS AND THE DEPARTMENTS WHO REALLY MAKE THE DIFFERENCE, ESPECIALLY ON THE INTRINSIC SIDE OF THE EQUATION.



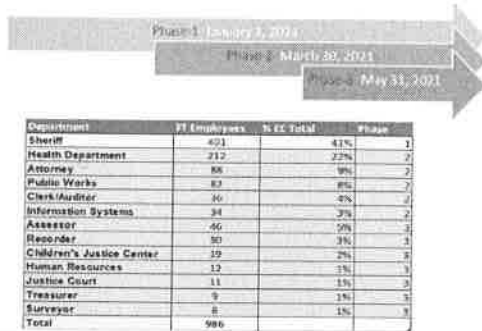
COMMISSIONER AINGE – HOW DO YOU DEFINE THE MARKET? I THINK COMPARED TO THE PRIVATE SECTOR, OUR RETIREMENT AND BENEFITS ARE SIGNIFICANTLY SUPERIOR, BUT OUR CASH COMP IS LOWER IN MANY CASES. PERHAPS IF YOU'RE COMPARING THE MARKET TO OTHER GOVERNMENT AGENCIES, THE BENEFITS ARE ALSO MORE COMPARABLE.

RALF BARNES – THERE'S NO DOUBT THAT THE MARKET IS PUBLIC AND PUBLIC ENTITIES IN THE URS SYSTEM. THAT IS THE MARKET AND SO IF WE WERE ABLE TO FIND THE SAME JOB IN THE COMPARABLY SIZED COUNTIES OR ENTITIES, WE'RE ABLE TO REALLY COME UP WITH A PRETTY ACCURATE MARKET RATE FOR WHAT THAT JOB SHOULD BE. WE DO HAVE TO BRING IN THE PRIVATE SECTOR OCCASIONALLY WHEN THERE'S A LACK OF COMPARABLE DATA, BUT WE HAVE TO WEIGHT THAT DOWN BECAUSE IT'S REALLY NOT COMPARABLE. YOU COULD MAKE THE CASE FOR I.T. BEING THAT IS IT UNIQUE IN THIS MARKET BECAUSE OF SILICONE SLOPES. WE DO HAVE TO CONSIDER SORT OF A MARKET ADJUSTMENT FOR SOME OF THE I.T. POSITIONS BUT THEY STILL HAVE I.T. JOBS IN SALT LAKE COUNTY. WE'RE ALWAYS GOING TO START WITH THOSE COMPARABLES THAT ARE MATCHES AND TRY TO STICK WITH THAT. IF WE EVER WENT OUTSIDE OF THAT, WE WOULD EXPLAIN IT.

Comparative Wage Growth



Market Analysis Process - Phases



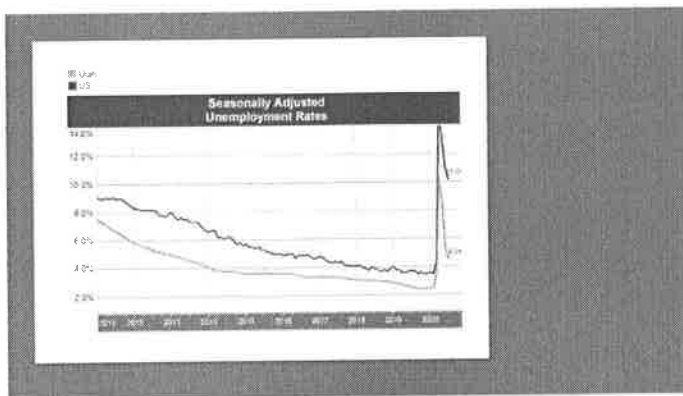
Economic Considerations

- Wage growth estimates
 - 1.4% Nationally
 - 2.3% Utah
- Coincident Economic Activity Index (CEAI)
 - Unemployment, payroll, wages, hours worked
- Unemployment – Utah County
- CPI – U West

Economy and Pandemic



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Local Market Comparisons



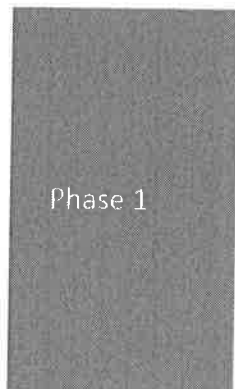
WASATCH COMPENSATION GROUP SURVEY PARTICIPANTS	
Primary Labor Market	Secondary Sources
DAVIS COUNTY, UT	BOONVILLE, UT
DRAPER, UT	BOOTHWOOD HIGHMEE, UT
LEVIN, UT	LA JOLLA, UT
MURKIN, UT	GRAND, UT
ORLEM, UT	SCOT, UT
PEELMANT GROVE, UT	SALT LAKE COMMUNITY COLLEGE, UT
PROVO, UT	SOUTH SALT LAKE, UT
SALT LAKE CITY, UT	SPRING FORK, UT
SALT LAKE COUNTY, UT	SPRINGVILLE, UT
SANDY, UT	UTAH EDUCATION ASSISTANT, UT
SOUTH JORDAN, UT	UNIVERSITY OF UTAH, UT
STATE OF UTAH, UT	WEBER STATE UNIVERSITY, UT
UTAH POLICE DEPARTMENT, UT	PAVY ARCHES
UTAH VALLEY UNIVERSITY, UT	WESTERN BANKING CENTER GROUP
WASHINGTON COUNTY, UT	
WEBER COUNTY, UT	
WEST JORDAN, UT	
WEST VALLEY, UT	

Salary Budget Considerations

Employee Category	Total Increases (percentage of salary)		
	2019 Salary Increases (average % granted)	2020 Salary Increases (average % budgeted)	2021 Salary Increases (average % budgeted)
Executives	3.5%	3.2%	3.0%
Management, including executives	3.2%	3.1%	3.0%
Exempt, nonmanagement	3.3%	3.1%	3.0%
Nonexempt salaried	3.1%	3.0%	3.0%
Nonexempt hourly	3.1%	3.0%	3.0%

Source: Utah County Personnel 2020 General Salary Survey Report (page 17)

THIS IS JUST A PLACE TO START. I KNOW YOU'RE WORKING ON THIS AND IT'S BE GREAT BECAUSE THIS IS HOW IT WORKS EVERYPLACE ELSE. YOU START WITH WHAT WE HAVE IN REVENUE AND IF WE HAVE NOTHING, WE HAVE NOTHING. WE SHOULD LOOK AT STRUCTURE ADJUSTMENTS - THAT'S WHERE IT SHOULD BEGIN. I'M UNCOMFORTABLE JUST THROWING OUT 3%.



- UCSD Sworn
 - 6 of 19 Positions recommended for pay structure increase
 1. Significant market lag
 2. Pay compression
 - Budget approx. 1.1%
 - Does not address 3.8% overall market lag

Job Title	Utah County Structure				Market		Proposed		
	Grade	Min	Midpoint	Max	MSRP	UC Sworn	New	Midpoint	% Change
County Board -	S25	4.54	22.25	24.50	22.54	-1.2%	22	22.00	-6.2%
Commissioner Salary									

COMMISSIONER LEE – I THINK I'M UNDERSTANDING YOUR PHILOSOPHY A LITTLE BIT MORE AND CORRECT ME IF I'M WRONG, BUT IF WE DO THIS YEARLY ADJUSTMENT WHICH YOU'RE LEANING TOWARDS, THEN THE BEAUTY BEHIND IT AS I AM HEARING YOU SAY, IS THAT IT GIVE US THE ABILITY TO FOCUS MORE AND TARGET AREAS OF CONCERN WHERE KOLAS ARE JUST A BLANKET ACROSS THE BOARD. WHEN THAT HAPPENS, WE COULD FIND OURSELVES OUT OF MARKET OR OVER MARKET IN SOME AREAS.

RALF BARNES – THAT HAS BECOME MORE COMMON AS THE APPROACH IN COMPENSATION WHERE AN ANNUAL REVIEW OF EVERY POSITION IS DONE AND ONLY ADJUSTMENTS ARE MADE TO THOSE WHO ARE OUT OF MARKET.

THE KOLA APPROACH BASICALLY MAKES THE PROBLEMS WITH EQUITY WORSE BECAUSE AS YOU SAID YOU'RE RAISING JOBS WHO SHOULDN'T BE RAISED, AND YOU MAY NOT BE RAISING JOBS WHO REALLY NEEDED TO BE RAISED ENOUGH. IT REALLY NEEDS TO BE DONE ON AN ANNUAL BASIS.

THIS FIRST ROLLOUT WITH OUR SYSTEM THAT WE'RE USING RIGHT NOW, PAY FACTOR, IT'S BEEN A LOT OF WORK. BY THE MIDDLE OF 2021 I DO THINK WE'LL HAVE THE SYSTEM IN PLACE WHERE WE'LL BE ABLE TO START DOING AN ANNUAL FULL COUNTY RECOMMENDATION OF ALL THE POSITIONS THAT NEED TO BE TARGETED. LIKE I MENTIONED THIS HAS TO BE DONE IN PHASES BECAUSE THERE'S SO MUCH WORK TO BE DONE TO GET IT SET UP, BUT I DO THINK IT WILL SAVE MONEY.

THAT BEING SAID, THIS TIME AROUND, AND THIS IS SOMETHING THAT IS UNIQUE BECAUSE WE HAVEN'T DONE THIS BEFORE, WE WENT 2 YEARS WITH NO CHANGES. THERE'S ALSO BEEN TWO YEARS OF THE HIGHEST WAGE GROWTH IN UTAH COUNTY, SO I'M RECOMMENDING A VERY SMALL GENERAL INCREASE WHICH OF COURSE, SAY NO TO, TO MAKE UP FOR THE FACT THAT THE ENTIRE COUNTY IS SIGNIFICANTLY LAGGING IN THE MARKET. AT A MINIMUM I WOULD LIKE TO BE ABLE TO GO THROUGH THE COUNTY, ONCE WE ESTABLISH IF

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THERE IS ANY FUNDING AND WHAT THE FUNDING IS, AND WE CAN GO UP TO THAT AND GO AS DEEP AS WE CAN WITH THAT AMOUNT. WHEN I SAY DEEP, WE START WITH THOSE 7-8% UNDER MARKET AND KEEP GOING UP TILL WE RUN OUT OF MONEY. THAT'S A VERY LOGICAL APPROACH TO ME BECAUSE WE HAVE A FIXED AMOUNT OF MONEY AND IF WE HAVE LESS MONEY THEN WE DON'T GO AS FAR – WE JUST HIT THE JOBS THAT ARE THE MOST UNDER MARKET.

	Option 1 Estimate Market Pricing 1.6% General Increase 1.0%	Option 2 Estimate Market Pricing 1.1% General Increase 1.0%	Option 3 Estimate Market Pricing 1.0% General Increase 0.0%
Total Add w/benefits	\$1,684,888	\$1,364,147	\$612,427

Recommendation and Options

- A combination of structure and general adjustment is recommended
- Market based adjustments address positions significantly under market
- General adjustment addresses ongoing county-wide market lag
- Going forward annual position focused adjustments will be priority

COMMISSIONER LEE – HOW DO YOU GET TO THE 1.6? I SEE THAT AS COUNTY WIDE AS A 1.0 BUT THE 1.6 – IF IT'S MARKET PRICING, IS THAT JUST IS THAT 1.6 OFF OF OUR CURRENT SALARIES AND BENEFITS?

RALF BARNES – EXACTLY. THOSE NUMBERS ARE BASED ON THE SALARY BUDGET FOR 2021. IT'S PHASED AND TARGETED SO THAT'S WHY THE NUMBER 1.6 IS CONSIDERABLY LESS THAN WHAT OUR SALARY BUDGET ACTUALLY IS.

COMMISSIONER LEE – WHY WOULD WE NOT ON THE GENERAL INCREASE, TAKE SOME AWAY FROM THAT AND INCREASE IN ONTO THE MARKET STRUCTURE?

RALF BARNES – I ACTUALLY THOUGHT ABOUT THAT. THERE IS A WAY TO DO THAT. IT GETS KIND OF COMPLEX, BUT YOU COULD DO IT. YOU COULD SAY THAT WE COULD USE THE GENERAL INCREASE JUST FOR THOSE WHO AREN'T GETTING A MARKET INCREASE AND DO A MATHEMATICAL CALCULATION ON WHERE THAT COULD FALL AND THAT WOULD ACTUALLY LOWER THAT NUMBER BECAUSE THE WAY I DID THE MATH ON HERE, IS THE 1% IS EVERYONE ON JANUARY 1ST, AND THEN THE 1.6 WOULD BE IN THREE PHASES (JANUARY, APRIL AND JUNE). THESE ARE JUST HYPOTHETICALS.

COMMISSIONER LEE – WHEN IT COMES TO THOSE WHO ARE THE TOP OF THEIR SCALE, THEIR ONLY INCREASE AFTER THAT IS THIS GENERAL INCREASE?

RALF BARNES - OR IF THEIR JOB IS DEEMED IN THE MARKETPLACE TO BE SIGNIFICANTLY UNDER MARKET, THEY COULD GET AN INCREASE.

COMMISSIONER AINGE – DO WE HAVE A GOOD WAY OF TRACKING ALL OF OUR EMPLOYEES – WHERE PEOPLE ARE CURRENTLY IN TERMS OF THEIR MANAGER REVIEW OR THEIR PERFORMANCE?

RALF BARNES – WE DO.

COMMISSIONER AINGE – I THINK THERE ARE SITUATIONS WHERE FOLKS SHOULD BE CARVED OUT OF THESE – IF YOU HAVE SOMEONE WHO’S ON A PERFORMANCE PLAN, I DO NOT UNDERSTAND WHY THEY WOULD BE INCLUDED IN A MARKET-BASED INCREASE. I UNDERSTAND THAT IT’S GOOD HR PRACTICE TO EVALUATE THE POSITION AND IT’S ALSO MORE PRACTICAL TO DO THAT, BUT I THINK THERE ALSO HAS TO BE A VIEW IN SOME WAY ON WHO’S IN THAT POSITION. THAT MAY BE COMPLICATED AND THAT’S WHY WE HAVE YOU WITH YOUR TECHNICAL EXPERTISE TO HELP US MANAGE THROUGH THESE QUESTIONS. AS A TAXPAYER, I THINK I WOULD BE FRUSTRATED TO HEAR THAT SOMEONE WHO’S ON A PERFORMANCE PLAN THAT SOMEONE WHO, IF A MANAGER PREFERS THIS PERSON SHOULD NOT BE WORKING HERE ANYMORE, IS PARTICIPATING IN THIS INCREASE.

RALF BARNES – IT IS TRICKY. THEORETICALLY THE MERIT INCREASE SHOULD ADDRESS THAT. BECAUSE MERITS ARE ABOUT PERFORMANCE. IT’S SUPPOSED TO BE TIGHT. AGAIN, WE COULD DO MORE WITH MERIT INCREASES. WE COULD MAKE OUR INCREASES EVEN MORE PERFORMANCE BASED. WE LOOK AT THE JOBS THEMSELVES. YOU REALLY SHOULD TRY TO JUST STICK WITH THE MARKET AND NOT THINK ABOUT THE PERSON AT ALL. HOWEVER, WE COULD CREATE A POLICY WHERE YOU WILL BE DELAYED ON YOUR MARKET INCREASE UNTIL YOU’RE OUT OF YOUR PERFORMANCE IMPROVEMENT.

Elected Official Pay



Elected Officials

Market comparison supports an increase

Position to position ratio should be considered in any change

Some adjustment in 2021 should be considered

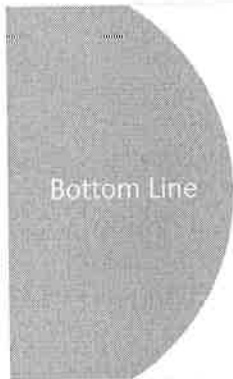
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- 2% increase in medical rates (as contracted)
 - Market avg increase 8%
- No increase in dental rates
 - Enhanced benefits in 2020 did not reduce reserve balance
- No change to these voluntary benefit plan rates
 - Vision
 - Accident
 - Hospital Indemnity
 - Critical Illness
 - Short Term Disability

Life & Disability

- Mutual of Omaha
 - 151% increase in basic life and AD&D premium
 - 195% increase in LTD premium
 - Total \$266,168 annual premium increase
- The Standard
 - 0% increase in basic life premium
 - Increase public safety AD&D from \$40K to \$80K (\$175/Mo)
 - 25% increase in LTD premium (\$52K increase in premium)
 - \$238K annual savings (including \$24K Tech Credit)



- Allocate up to 2.6% (phased) additional wage funding for pay adjustments
 - Increase specific position structures significantly lagging the market
 - General increase to reduce overall market lag
 - Allow a fraction of wages to be available to DH to recognize high performers
- Change Life & Disability carrier from MOO to The Standard

(Meeting ended: 12:21 PM)

PUBLIC COMMENTS

NO PUBLIC COMMENTS

In compliance with the Americans With Disabilities Act, individuals needing special accommodations (including auxiliary communicative aids and services) during this meeting should notify Alice Black at (801) 851-8111 at least three days prior to the meeting.

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DocuSigned by:
Tanner Ainge
TANNER AINGE
Commission Chair

ATTEST:

DocuSigned by:
Alice Black
2937075D91C7408
Deputy Clerk/Auditor

