

Jurisdiction		Arlington County
COMPENSATION ADMINISTRATION		
What is your compensation philosophy?	To be competitive at the 75th percentile of comparator jurisdictions	
Is it written?	Yes	
Do you follow it?	As much as budget will allow; currently under review (under 20 years old); concept of 75th percentile is hard to communicate (people see it as a "C" grade). Also looking at additional comparators - MD comparators are considered to be a different animal, but may be looking at alternatives	
When did you implement your current system?	1988 Public safety - shared work agreements with City of Alexandria and Fairfax County - Ffx just recently increased public safety pay tremendously. Trying to keep in line with Fairfax (still receive COLA, while no other employees do). Steps for public safety never change regardless of demotion - results in substantial pay increases for public safety upon promotion	
How often do you survey the marketplace?	Annual review for structure adjustment - look at comparator group to determine appropriate adjustment. On as needed basis for individual job classifications. Use the midpoint of the range as the competitive rate. The midpoint is determined by taking the maximum minus the minimum and dividing by two. This results in a midpoint between Steps 8 & 9 of the structure.	
How do you identify labor markets?	Local competitors for talent By special need for unique jobs - use Mercer for IT, look at NoVa for Management positions, FFX and Alexandria for Public Safety	
How do you determine a good match / comparator?	At least 75% of job; but we take matches for similar positions at director level	
What are the criteria for selecting comparators?	Local competition for labor	
What are they?	Alexandria / Fairfax / Montgomery / Prince George's Comparators are currently under review	
How many structures do you have?	2 structures; (13 structures when you take into account market rate adjustments)	
What type of structures do you have?	Management Salary ranges (Management Accountability Program) - broad bands, progression is a range Other Step system Public Safety Step system	
How is pay set?	Management Allow pay above entry for all positions. Currently, 30% of employees are hired above midpoint. Managers are allowed to offer 10% above current pay for a similar position (hiring from). Other Public Safety Public safety is normally brought in at Step 1. In unusual circumstances, such as a rehired or hire of a very experienced person, we will pay at a higher step. This policy is completely up to the public safety departments.	
How do people progress within a range?	Management 1) Annual merit increase Other 1) Step awarded every year based on satisfactory performance Public Safety	
How long does it typically take to reach midpoint?	Management More difficult to say based on variability Other 8 years to midpoint; 17 to reach maximum Public Safety 8 years to midpoint; 17 to reach maximum	
What kinds of increases can a person expect in a given year?	Management 1) Merit increases, based on performance - market payline adjustment is built in to overall salary budget Other 1) Step increase Public Safety 2) Market pay line adjustment (MPA)	
Do you consider your system effective in helping to recruit employees? Retain ees?	Management Turnover is around 10% New programs have established a lot more flexibility; HR Budget Analysts and Office of Economic Development are in pay pilots that mirror Management (Broadbanding and pay for performance). Departments also have the option to create pay pilots that are linked to current county pay program (has to be cost neutral), that allows for additional flexibility; Other Trouble for all local gov't in attracting younger workforce Public Safety Pay improvements have helped tremendously. Lots of applicants.	
How do you adjust for deficiencies in your pay scales? What actions are taken?	Yearly market pay line adjustments as budget allows	
When a job is below market, what actions are taken?	Gap in pay line for some individual positions (try to keep internal equity). Market adjusted rates are provided if duties have changed sufficiently or evidence of increased market value. If a market adjusted rate is added or increased, the employee receives that amount (i.e., they move on step to the scale with the new market rate). This is a change from previous years in which the addition of a market adjusted rate was treated as a promotion and the employee received the equivalent of a promotional increase -- a minimum of 8.2%. Our market rates rarely increase more than 5% at any time, but it has been known to happen.	
Do you have issues with pay compression or "leapfrogging"? How do you correct?	Management Yes occasionally, may or may not adjust--since our steps are dependent partly on length of service it is recognized that this may happen occasionally will give accelerated steps or allow greater than normal promotional %	

Arlington County	
Jurisdiction	this may happen, occasionally will give accelerated steps or allow greater than normal promotional %
Other	
Public Safety	New hires cause much more of a problem - recently hired a compensation specialist at a high rate compared to others in that position, and this person is much more junior
What tools do managers have to reward employees?	
Signing Bonus	Will offer signing bonus for hard to fill positions - determined by department (example of \$1500 bonus)
Spot Awards	n/a
Retention Bonus	n/a
Other	Accelerated steps - not a guarantee, but based on exceptional performance (must be approved by HR Director) Merit awards - one time bonus for exceptional performance - administered by departments (\$2000) Referral bonus - typically ranges from \$250 - \$500
Are tools different for new hires vs current hires?	
New Hires	No
Current	No
PERFORMANCE MANAGEMENT	
Do you link pay and performance?	
Management	Yes - performance ratings used to differentiate pay increases
Other	
Public Safety	Yes, but performance ratings used only as a threshold for receiving increases
If so, how?	
Management	Increase is tied directly to performance ratings
Other	n/a
Public Safety	n/a
Describe your performance management process / tools	<p>Performance is measured on a 3 point scale: 3 - Role Model (4.5-5 pts) - receive full step increase on their anniversary date 2 - Meets Expectations (3-4.5 pts) - receive full step increase on their anniversary date 1 - Has Not Met Expectations (<3 pts) - may be granted half a step. This rating is reserved for individuals who: 1) have previously received a PSAD or other written notification of performance deficiency, in a timely way, usually not less than 60 days before the anniversary date, 2) any disciplinary action was taken in the 12 months preceding the anniversary date, or 3) a Notice of Allegations, a recommendation for separation, or a recommendation for disciplinary action has been issued, and the decision is pending.</p> <p>Process: 1) Managers and employees set clear work expectations (3 to 5; attach separate sheet if needed) and establish the Indicators of Success (results needed for successful performance). Key work expectations are "what" you do. 2) Managers and employees review five County behavioral competencies (Performance Management, Customer Service, Effective Communications, Technology and Tools, Well Workplace). Competencies are "how" you do your job. 3) Managers and employees establish a professional development plan to meet the county guidelines for 16 hours of required learning and development.</p> <p>County Competencies - Performance Management, Customer Service, Effective Communication, Technology and Tools, Well Workplace</p>
Does your process adequately differentiate performance? How?	Yes, but some do not like the fact that the monetary rewards do not totally differentiate
CLASSIFICATION	
How do you classify jobs?	<p>System was built on PAQ system - 187 different elements that are associated with points.</p> <p><i>Have since moved to whole job slotting</i></p>
What factors do you use?	n/a

Jurisdiction	Arlington County
Describe the general process	<p>6 month cycle for classification - ask agencies for priorities of positions to survey/research. Will also do new positions or positions for which roles and responsibilities have changes.</p> <p>1. Department requests classification study through semi-annual countywide process or, as needed, through their HRD Business Partner. The Department provides written justification for the request, defining changes in the level and/or scope of work.</p> <p>2. To begin the study, the Department provides a Classification/Compensation Request/Action Form (instructions under separate cover), completed by the Departmental HR Liaison and signed by the Department Director and/or the Department of Management & Finance Budget Analyst (if appropriate), and a Job Information Questionnaire (JIQ) completed by the employee, including supplemental page completed by the supervisor; or a brief memo describing changes to the position and/or a copy of the Board Report approving the new position. This option may be selected for new positions that are exactly like existing positions.</p> <p>3. HRD Business Partner ensures request is recorded in classification tracking system and reviews the above documents to determine scope of classification study required. Next step possibilities include one or more of the following:</p> <ul style="list-style-type: none"> • HRD conducts a paper analysis of documentation submitted / employee is interviewed and/or work is observed / Superv <p>4. HRD Business Partner makes a classification recommendation to position's supervisor and departmental management resolving any issues or concerns.</p> <p>5. HRD Business Partner and Department's Director present any new classification of work to Civil Service Commission for endorsement.</p> <p>6. HRD Business Partner prepares an Allocation Memorandum documenting the results of the classification study and send to the Department Director, Department HR Liaison, Departmental Budget Analyst, DMF Budget Analyst, and HRD for his record retention and position control purposes</p> <p>7. To effect changes indicated in the Allocation Memorandum, additional paperwork is required. A follow-up Appointment Action Form (Requisition), initiated by the Departmental HR Liaison, is required to move an incumbent into his/her newly-reclassified position (a County Application Form, completed by the incumbent, is also required to ensure incumbent meets the minimum qualifications for the new class) and begin the recruitment for a newly classified or reclassified vacant position</p>
How do you address internal equity issues?	<p>Through rigorous classification process. Used to look at large groups of classifications at the same time, but have moved away from that. Looking at returning to a specific maintenance cycle.</p> <p>Do not make specific pay actions to adjust for inequities</p>
How do you balance internal equity and external competitiveness?	<p>Through rigorous classification process and constant dialogue with agencies. Also like to use the market adjusted rates in order to account for external market value (grade 10 is still grade 10, but makes more money).</p>
Do you have formalized career ladders? For what jobs? Are they competitive?	<p>Yes - Pilot programs, Community Inspectors and Planners, broad banded positions. All non-competitive, based on achievement of add'l skills and certification.</p> <p>Emergency Communications Technician / Public Service Aide / Library Assistant / Construction Inspectors / Community Inspectors / Construction Plans Examiner / Permit Processing Specialist / DTS Infrastructure Support Specialist</p>
Does your organization have formalized succession planning?	<p>Not formal. As part of training & development, have development programs that focus on building skills for employees who want to obtain add'l skills - aspiring supervisors, office suite certification, first line supervisor, etc.</p>
LESSONS LEARNED	
Do you consider your system successful? Why or why not?	<p>Yes - provides a good deal of flexibility. Concern about being responsive to future needs (why looking at philosophy and maintenance plan). Turnover approximately 10%.</p> <p>Pilot programs allow flexibility to be responsive to outside market, but take time to develop and take a lot of knowledge of the agency</p>
What kind of investment was made training ees?	n/a
What was the most challenging/painful part of the process?	n/a
What would you do differently if you could?	n/a
What would you do the same?	n/a
Are you achieving the results you expected? Please elaborate.	n/a

Jurisdiction		Chesterfield County
COMPENSATION ADMINISTRATION		
What is your compensation philosophy?	To maximize external market competitiveness while maintaining internal equity	
Is it written?	Yes	
Do you follow it?	Yes	
When did you implement your current system?	Before 2004 - late '90's or early 2000's	
How often do you survey the marketplace?	<p>Conduct a comprehensive benchmark survey every 2 years; jobs are added and/or removed based on recruitment/retention issues</p> <p>Also on a on-going basis as needed for ad hoc job studies - subscribe to the VA Institute for Gov't survey. The competitive rate for a given position is the range midpoint.</p>	
How do you identify labor markets?	Local competition - Henrico / Hanover / City of Richmond	
How do you determine a good match / comparator?	Similar-sized organizations and local competitors for talent	
What are the criteria for selecting comparators?	Local competition - look at similarly structured organizations with similar positions	
What are they?	<p>Henrico / Hanover / City of Richmond / Tidewater Region</p> <p>Sometimes look to NoVa</p>	
How many structures do you have?	1	
What type of structures do you have?		
Management	Salary ranges	
Other	Salary ranges	
Public Safety	Salary ranges; push for step system	
How is pay set?		
Management	<p>Department Directors/Office Administrators have the discretion to authorize a salary in the first quartile of the position's range. If a new employee substantially exceeds the minimum qualifications of the position, a salary higher than the first quartile may be necessary. New hire salaries above range midpoint require County Administrator approval.</p>	
Other		
Public Safety		
How do people progress within a range?		
Management	<p>56% of population is in the first quartile of the range; 21% in 2nd quartile - we are moving ranges, but pay is not moving as fast (length of service is over 11 years)</p> <p>1) Merit increase - amount depends on performance rating</p> <p>2) Administrative increase - awarded to employees who are hired during the fiscal year and not eligible for a merit increase at the beginning of the next fiscal year (only for new employees in a probationary status)</p>	
Other		
Public Safety		
How long does it typically take to reach midpoint?		
Maximum?		
Management	Currently employees do not. This is an issue we are struggling with - employees are not moving within the ranges.	
Other		
Public Safety		
What kinds of increases can a person expect in a given year?		
Management	<p>1) Merit increase</p> <p>2) Increase for re-classification</p>	
Other		
Public Safety		
Do you consider your system effective in helping to recruit employees? Retain ees?		
Management	<p>Turnover is reasonable. People will leave for money, but we focus on total compensation - offer VRS, which is a very rich pension plan, heavy on work-family life balance. Offset lack of compensation with other benefits. Having problems with IT & Engineering positions.</p>	
Other		
Public Safety		
How do you adjust for deficiencies in your pay scales? What actions are taken?	Move the structure annually. Try to move about half of what the merit budget, and look to comparator organizations to benchmark movement.	
When a job is below market, what actions are taken?	<p>1) Special salary adjustment</p> <p>2) Re-classification and/or re-grading (move job, but only increase if current salary is outside of the new range). Increase could be to minimum to of the new range, or to maintain consistency of other peer jobs</p>	
Do you have issues with pay compression or "leapfrogging"? How do you correct?		
Management	<p>We are running into issues because more employees are being hired in to the organization higher than the minimum of the range. Can request special salary adjustments for the incumbents to ensure internal equity (subject to budgetary considerations)</p> <p>Try to make corrections (Special Salary Adjustments) in instances where subordinates are making more than supervisors.</p>	
Other		
Public Safety		
What tools do managers have to reward employees?		
Signing Bonus		
Spot Awards		
Retention Bonus		
Other	<p>Celebrating Success Award - exceptional day-to-day accomplishments (\$50 - \$500)</p> <p>First Choice Award - significant achievement (developing new business practice) (\$525 - \$5,000)</p> <p>Non-Cash Awards - typically for team accomplishments</p>	
Are tools different for new hires vs current hires?		
New Hires	No	

Jurisdiction	
Current	No
PERFORMANCE MANAGEMENT	
Do you link pay and performance?	
Management	Yes, but performance ratings used only as a threshold for receiving increases
Other	Performance management system is in place, but everyone receives the same merit increase. Eligibility for a merit increase is dependent on satisfactory performance. Employees who meet or exceed expectations receive merit increase; those who do not meet expectations receive a portional merit increase or none at all.
Public Safety	
If so, how?	
Management	
Other	n/a
Public Safety	
Describe your performance management process / tools	<p>Performance is measured using a 5 point scale:</p> <ul style="list-style-type: none"> 5 - Exceptional Performance 4 - Exceeds Expectations 3 - Meets Expectations 2 - Approaches Expectations 1 - Does Not Meet Expectations <p>Employees are rated on the following competencies: Communication / Continuous Learning / Customer-Focused Service / Flexibility / Interpersonal Skills / Leadership / Planning and Organizing / Reasoning</p> <p>The supervisor also has the ability to select position-specific competencies on which to rate the employee.</p>
Does your process adequately differentiate performance? How?	Yes, in terms of performance rating, but not in terms of payouts
CLASSIFICATION	
How do you classify jobs?	<p>More of a qualitative approach. Use job descriptions, standard use of questions for a job analysis (employee and supervisor). Use point factor if on the fence about a job.</p> <p>Several methods are used to evaluate jobs to determine their relative worth and may include point factor analysis, a review of market data relative to that job and internal equity within the department and county-wide. Based on the results of the job evaluation, a pay grade is assigned</p>
What factors do you use?	Education Experience Level of Supervision Accountability Complexity Seriousness of Error
Describe the general process	Collect job information, interview incumbents and/or supervisors. Main focus is internal
How do you address internal equity issues?	Special salary adjustment - if a group of jobs are inequitable, can raise salaries to same level
How do you balance internal equity and external competitiveness?	Keep an eye on market and pay competitively where we can, but more concerned about internal focus
Do you have formalized career ladders? For what jobs? Are they competitive?	<p>Yes - individuals in a career development plan are eligible for add'l increases other than merit. Plans are developed by individual departments and reviewed by HR.</p> <p>Non-Competitive: Automotive Parts Technician / Automotive Supervisor / Automotive Technician / Building Inspector / Detective / Firefighter / Firefighter Specialist / Forensic Specialist / Forensic Technician / Graphics Designer / Internal Auditor / Maintenance Workers / Medium/Heavy Truck Technician / Plant Operators / Police Officer / Police Sergeant / Public Affairs Officer / Public Affairs Specialist / Real Estate Assessor / Record Specialist / School Bus Technician / Sheriff Deputy / Sheriff Master Deputy / Support Services/EMS / Tax Compliance Auditor / Tax Compliance Specialist / Technical Specialist / Trade Assistant</p>
Does your organization have formalized succession planning?	Yes. Handled by Chesterfield University. A talent management program is in place where everyone in grade 40 and above is automatically included. All of these individuals are exposed to certain core competencies to enable them to be more effective.
LESSONS LEARNED	
Do you consider your system successful? Why or why not?	Looking at revamping current system to reduce the midpoint differential to 10% to allow for more growth between grades. Need to be more aggressive with compensation, but the focus on total compensation package continues to work well for us. Turnover is currently 9.3%, which is considered high
What kind of investment was made training ees?	n/a
What was the most challenging/painful part of the process?	n/a
What would you do differently if you could?	n/a
What would you do the same?	n/a

Jurisdiction	Chesterfield County
Are you achieving the results you expected? Please elaborate.	n/a

Jurisdiction		Fairfax County
COMPENSATION ADMINISTRATION		
What is your compensation philosophy?		No defined philosophy. In process of trying to encourage senior management to implement one. Had been using 50th percentile of defined marketplace, but it isn't an official policy.
Is it written?		No
Do you follow it?		n/a
When did you implement your current system?		A long time ago. Introduced a pay for performance for general employee population, implemented in 2000 or 2001. For general employees, went from step range to open system range when PFP was implemented. Currently looking at system to look at classification structure (800 classes) and provide some type of internal system of classifying jobs when adequate market data is not available.
How often do you survey the marketplace?		Look at 50 core classes once a year (from LGPA and HRA survey) 1) also ask department heads to identify classes where there is difficulty attracting/retaining 2) Look at public safety every year 3) Look at executives every other year
How do you identify labor markets?		Local competitors for talent - DC area Executive Group - conduct surveys on a nat'l level
How do you determine a good match / comparator?		Local Executive Group - same size, population, employee number
What are the criteria for selecting comparators?		Local competition for labor
What are they?		Arlington, Alexandria, DC, Prince William, Loudoun, Montgomery, Prince George Executive Group - use local comparator jurisdictions in addition to local authorities (Fairfax Public Schools, Fairfax Water Authority, WMATA, MWAA) and other counties on a national basis (Maricopa, Miami-Dade, Hennepin)
How many structures do you have?		7
What type of structures do you have?		
Management		Salary ranges(E-scale)
Other		Salary Ranges (S-Scale; L-Scale)
Public Safety		Step system (1-Sheriff; 2-Fire & Rescue; 3-Police Officers; and 4-Animal Control, Public Safety Communicators, Police Communication Assistants and Traffic Enforcement)
How is pay set?		
Management		Varies - anywhere from minimum to midpoint based on experience. Depends on class, market, and hiring management.
Other		* Typically at minimum rate of pay. Can be set between minimum and midpoint if candidate's experience greatly exceed the requirements, or recruiting difficulty requires higher pay
Public Safety		* Former employees are set at a rate equal or greater to their previous rate
How do people progress within a range?		
Management		General - Performance reviewed once a year, and can receive anywhere from 0-6% based on performance ratings
Other		Public Safety - receive market adjustments and merit increase that correlates to the appropriate step increase
Public Safety		Promotion - appointee receives the greater of the minimum rate of the new position class or an amount in excess of one normal within grade increase of the prior position class (increase shall not be less than 6%). For Police Officer I to PO II and Deputy Sheriff I to II, increases will not exceed one within grade increase
How long does it typically take to reach midpoint? Maximum?		
Management		Very difficult to answer - based on performance. Could take anywhere from 15-20 years to reach maximum.
Other		
Public Safety		Probably about five years. Probably about ten years.
What kinds of increases can a person expect in a given year?		
Management		1) Performance based merit increase
Other		
Public Safety		1) Market rate adjustment 2) Step increase (5% if not in step hold) 3) Longevity pay - receive a longevity increment increase after 15 years of service and reaching top step in grade. A second longevity increase is awarded after 20 years of service
Do you consider your system effective in helping to recruit employees? Retain ees?		
Management		Recruit - yes. Retain - personally, it's adequate (generous retirement plan). Turnover only about 7-8%
Other		Offers flexibility to match employment offers
Public Safety		
How do you adjust for deficiencies in your pay scales? What actions are taken?		Pay scales are based on formula - seems to keep pretty competitive - Based on CPI Index (40% weighting); Comparators pay scale adjustments (30%); proposed structure adjustments (10%)

Jurisdiction		Fairfax County
When a job is below market, what actions are taken?	<p>Step One: We compare market median salary (in the past, it was market average) to our job class midpoint, and if our midpoint falls below 85% of the market median salary for that job class (95% for public safety), then we regrade that job class. For surveying purposes, the midpoint is the middle of the range (between minimum and maximum) for general employees, and between Step 5 & 6 for public safety employees.</p> <p>Step Two: We then take the same market median salary for that same job class, and compare the median salary of our incumbents in that class. If our median salary falls below 90% of market median salary (95% for public safety), then we implement a pay adjustment for all in that class.</p> <p>Step Three: If our median incumbent salaries fall below 90% of market median salary (95% for public safety) for a particular job class, then we adjust salaries by the amount that would take to get our incumbents median salary to 90% of market median salaries (95% for public safety). So, if the market median salaries were at \$100,000, 90% of that is \$90,000. If our overall median salaries for that job class were \$85,000, we would implement a pay increase of \$5,000. A</p> <p>So, A surveyed job class could be regraded and pay adjustments provided; it could be regraded, with no pay adjustments; it could not be regraded, but incumbents still receive a pay adjustment; or no action either way. It is really one process, but 4 different potential outcomes.</p>	
Do you have issues with pay compression or "leapfrogging"? How do you correct?		
Management		
Other		
Public Safety	Big complaint - new hires are coming at higher rates than current employees	
What tools do managers have to reward employees?		
Signing Bonus	Signing bonuses - not county-wide (currently for Sheriff's Dept. and Public Health Nurses) \$5,000	
Spot Awards	Other awards are available, but are nominal - individual departments have flexibility to offer under current budget, but very nominal (\$10)	
Retention Bonus	Retention programs for public health nurses & tree trimmers - Board has directed that county Exec and HR Director can introduce any sort of bonus program necessary, but can not be more than \$5K (this and signing bonus well below that)	
Other	Offer administrative leave at times (4-8 hours)	
Are tools different for new hires vs current hires?		
New Hires	No	
Current	No	
PERFORMANCE MANAGEMENT		
Do you link pay and performance?		
Management	Yes - performance ratings used to differentiate pay increases	
Other	Yes - performance ratings used to differentiate pay increases	
Public Safety	Yes, but performance ratings used only as a threshold for receiving increases	
If so, how?		
Management	All employees are provided merit increases based on the level of their performance rating (as described below)	
Other		
Public Safety		
Describe your performance management process / tools	<p>County-wide behaviors:</p> <ol style="list-style-type: none"> 1) Adaptability 2) Customer Service Focus 3) Respecting Others <p>Each department determines own objectives, tied to PD of the individual. Some departments have goals, some don't. Mid-year review is voluntary, except for your first year.</p> <p>Performance measures are developed using a 4-step methodology:</p> <ol style="list-style-type: none"> 1) Review and evaluate existing agency mission and cost center goals 2) Identify service areas 3) Define service area objectives 4) Identify indicators that measure progress on objectives 	
Does your process adequately differentiate performance? How?	<p>Three anchors - Not doing; Doing it; Walk on water</p> <p>Each box assigned a certain number of points - points are tallied and increase associated with</p> <p>0- 270 (0%)</p> <p>271-313 (1.5%)</p> <p>314-356 (2.0%)</p> <p>357-399 (2.5%)</p> <p>400-442 (3.0%)</p> <p>443-485 (3.5%)</p> <p>486-528 (4.0%)</p> <p>529-571 (4.5%; 2.5% bonus)</p> <p>572-614 (5.0%; 3.0% bonus)</p> <p>615-657 (5.5%; 3.5% bonus)</p> <p>658 - 700 (6.0%; 4.0% bonus)</p>	
CLASSIFICATION		
How do you classify jobs?	Currently use whole job - market-based, will go out to market. If no market data, will slot into current grades	
What factors do you use?	None	

Fairfax County	
Describe the general process	Job documentation (meetings 2x year with department heads - outline classes they want reviewed). Determine appropriate comparator positions internally, and slot into the structure accordingly.
How do you address internal equity issues?	Department heads can request a within-grade adjustment for an incumbent that goes to the county executive.
How do you balance internal equity and external competitiveness?	We don't.
Do you have formalized career ladders? For what jobs? Are they competitive?	<p>Non-competitive: Public Safety Communicator</p> <p>Competitive: Budget Analyst / HR Analyst / Human Rights Specialist / Information Officer / Communications Specialist / Management Analyst / Auditor / Training Specialist / Volunteer Services Coordinator / Accountant / Business Tax Specialist / Consumer Specialist / Buyer / Business Analyst / Data Analyst / Database Administrator / GIS Analyst / Information Security Analyst / IT Technician / IT Educator / Internet/Intranet Architect / Network/Telecommunications Analyst / Programmer Analyst / Systems Programmer / IT Program Manager / IT Program Director / Graphic Artist / Administrative Assistant / Environmental Health Specialist / Public Health Nurse / Physical Therapist / Occupational Therapist / Speech Pathologist / Audiologist / Human Services Coordinator / Child Care Program Administrator / Child Care Specialist / Human Services Worker / Day Care Center Teacher / Probation Supervisor / Probation Counselor / Social Worker / Outreach Worker / Manpower Specialist / Recreation Division Supervisor / Librarian / Library Assistant / Mental Retardation Specialist / Substance Abuse Counselor / Fire Inspector / Aircraft & Powerplant Technician / Automotive Mechanic / Auto Body Repairer / Automotive Parts Specialist / Print Shop Operator / Carpenter / Electrician / Painter / Plumber / Electronic Equipment Technician / HVAC Technician / Welder / General Building Maintenance Worker / Maintenance Trade Helper / Plant Mechanic / Pumping Station Operator / Industrial Electrician / Instrumentation Technician / Building Supervisor / Custodian / Assistant Instructor / Instructor / Recreation Leader / Park/Recreation Support Assistant / Therapeutic Recreation Leader / Lifeguard / Park Management Specialist / Historian / Naturalist / Landscape Architect / Golf Course Superintendent / Tree Trimmer / Park/Recreation Specialist / Facility Attendant / Housing/Community Developer / Housing Services Specialist / Transit Scheduler / Assistant Commonwealth Attorney / Assistant County Attorney / Engineer / Engineering Technician / Ecologist / Urban Forester / Code Enforcement/Complaint Coordinator / Environmental Technologist / Environmental Technician / Planner / Heritage Resource Specialist / Planning Technician / Transportation Planner /</p> <p>Public Safety - Public Safety Information Officer / Police Officer / Fingerprint Specialist / Traffic Enforcement Officer / Crime Analyst / Animal Caretaker / Animal Control Officer / Police Citizen Aide / Fire Captain / Deputy Sheriff / Correctional Health Nurse</p>
Does your organization have formalized succession planning?	In the process of formalizing succession planning, but not formalized as of today
LESSONS LEARNED	
Do you consider your system successful? Why or why not?	Overall, yes. Turnover rates of 7-8%.
What kind of investment was made training ees?	Training sessions for both employees and managers; newsletter to employees discussing changes. A LOT was invested in communications; Individual website was developed specifically to communicate changes.
What was the most challenging/painful part of the process?	Can you really apply a PFP system in a public institution, especially when everything else is seniority-based
What would you do differently if you could?	n/a
What would you do the same?	n/a
Are you achieving the results you expected? Please elaborate.	n/a

Jurisdiction		Henrico County
COMPENSATION ADMINISTRATION		
What is your compensation philosophy?	No official philosophy, but overall goal is employees to be paid fairly and equitably. Try to be pay leader for central VA region.	
Is it written?	No	
Do you follow it?	n/a	
When did you implement your current system?	Implemented in 1993.	
How often do you survey the marketplace?	At least annually. Annual salary survey done in the fall with a 180 benchmark positions. Also subscribe to the Virginia Institute for Government salary database. Particular positions may be done on an ad hoc basis. Mostly compare to local gov't, but also use Titan Group survey	
How do you identify labor markets?	Local gov't agencies in Central Virginia, Northern Virginia and Tidewater region. Also look at the local labor market. Also do benchmarking outside of the state for certain positions - Police is one example	
How do you determine a good match / comparator?	Same employee size or population base of the jurisdiction.	
What are the criteria for selecting comparators?	Same employee size or population base of the jurisdiction.	
What are they?	10-12 main comparators, but look to a much wider labor market on a regular basis (via surveys) - Fairfax, City of Alexandria, Arlington, Chesterfield, Hanover, City of Richmond, Norfolk, Virginia Beach and Newport News are main comparators. Consider Cost of Living when factoring in pay statistics from jurisdictions in Northern Virginia.	
How many structures do you have?	1 main system with 55 pay grades - all positions encompassed within that (even County Mgr); differentials are applied for certain public safety positions, such as the IM pay scale for basic life support certification and the PM pay scale for certified paramedic	
What type of structures do you have?		
Management	Step system	
Other	Step system	
Public Safety	Step system	
How is pay set?		
Management	Typically hire at Step 1, and it's very rare to hire above Step 4. (HR is centralized and has substantial control over hiring offers). Managers and recruiters don't have authority to offer more than Step 1, so HR controls all exceptions.	
Other		
Public Safety		
How do people progress within a range?		
Management	1) Merit Increase - must achieve acceptable or better rating - usually one step increase 2) Extraordinary Merit Increase - not tied to performance appraisal system - open for employees whose managers feel they are worthy of increase (typically one step increase). Paid for a special task, project, add'l responsibility, etc. that an employee will continue to have "on their plate"	
Other		
Public Safety		
How long does it typically take to reach midpoint? Maximum?		
Management	Traditionally, it takes about 12 years to reach midpoint (assuming no other actions) - 25 step system; 24 years total to reach maximum - 25-30 people who have maxed out (out of 4,000) - not a problem because people are moving between jobs, etc.	
Other		
Public Safety		
What kinds of increases can a person expect in a given year?		
Management	1) Merit increase 2) Wage adjustment (determined by the Board) Awarded at the beginning of the fiscal year (July 30) - if hired on or before April 30th, still eligible for increase	
Other		
Public Safety		
Do you consider your system effective in helping to recruit employees? Retain ees?		
Management	Works very well. No major changes in 15 years - try to stay on top of the market and tweak the system as necessary. Employees say that they really like the current system because of the structure and objectivity - helps to plan out pay in the future. See it as fair and equitable and easily understood.	
Other		
Public Safety		
How do you adjust for deficiencies in your pay scales? What actions are taken?	Increase the ranges according to the amount below market. Last year, they sensed they were losing some competitive edge, so the structure was adjusted by 4.8%. Rather than employees receiving the normal step increase, everyone received the 4.8% bump (subject to performance threshold).	
When a job is below market, what actions are taken?	Re-grade positions if off-market and increase salary based on new classification.	
Do you have issues with pay compression or "leapfrogging"? How do you correct?		
Management	Don't think it's as much of a problem as it is other places because of the structure. Done a lot of research to determine whether compression exists - look at where employees are on the scales (same percentage of ees in early steps for the last 18 years). Career development plans are used as a way to correct possible compression issues between new hires and current ees.	
Other		
Public Safety		
What tools do managers have to reward employees?		
Signing Bonus	n/a	
Spot Awards	n/a	
Retention Bonus	n/a	
Other	Extraordinary Step Increase Extraordinary One-Time Payment - the employee is recognized with special remuneration for exemplary performance related to single or multiple extraordinary incidents or events or for extended and unusual outstanding service	
Are tools different for new hires vs current hires?		

Jurisdiction		Henrico County
New Hires	No	
Current	No	
PERFORMANCE MANAGEMENT		
Do you link pay and performance?		
Management		
Other	Yes, but performance ratings used only as a threshold for receiving increases	
Public Safety		
If so, how?		
Management	n/a	
Other	n/a	
Public Safety	n/a	
Describe your performance management process / tools	<p>Performance is measured on a 5-point scale: 5 - Outstanding 4 - More than Acceptable 3 - Acceptable 2 - Needs Improvement 1 - Unacceptable</p> <p>Step 1 - Know the Job - review job description, establish standards/criteria, define performance standards, complete forms Step 2 - Meet with Employee Step 3 - Monitor Performance - observe work, record observations, give feedback Step 4 - Prepare the Evaluation - gather and review all information, evaluate performance against standards Step 5 - Discuss the Results - explain evaluation results Step 6 - Evaluate the Evaluation</p> <p>Each position has a job category, each job category has specific dimensions on which to be rated. Manager can choose from list of 10-12. All employees rated on Customer Service, Observance of Work Schedule, Employee Development and Leadership (managers only). Each supervisor sets standards - "role of the supervisor" training required of all new supervisors.</p> <p>Implementing Oracle HRMS - system will include performance management module. Moving to new competency model - Communication, Results-Driven, Serving Customers, Leading and Influencing, Technological Literacy, Understanding the Business, Personal Accountability, Managing and Transferring Knowledge, Functional Expertise</p>	
Does your process adequately differentiate performance? How?	No - same increases given to all employees	
CLASSIFICATION		
How do you classify jobs?	Point factor	
What factors do you use?	Education Complexity Scope of Responsibility Decision-Making Authority	
Describe the general process	Manual process. Assign points to each factor, total points, and assign grade based on the total points given to the job	
How do you address internal equity issues?	Spend a lot of time looking at descriptions and associated factors. Always look at other positions graded at the same level, one grade lower and one grade higher to ensure proper placement. Always review other positions when certain positions are re-graded (also look at school system as a check)	
How do you balance internal equity and external competitiveness?	Review on a case-by-case basis. HR is centralized, so the balance is unlikely to be out of wack - no pay actions are occurring that HR is not aware of.	
Do you have formalized career ladders? For what jobs? Are they competitive?	Non-Competitive: Building Inspectors / HR Analyst / Firefighters / Police Officers / Communication Officers / Animal Protection Officers / Correctional Officers / Equipment Operators / Water and Wastewater Treatment Operators / Community Development Technicians / Radio Repair Technicians / Security Officers / Assistant Commonwealth Attorneys / Assistant County Attorneys / Budget Analysts / Real Estate Appraiser / Social Worker / Technology Support Specialist	
Does your organization have formalized succession planning?	<p>We do: Five steps for an effective succession management program were described to upper managers. They were: 1) Identifying Key Positions for Succession; 2) Identifying Competencies of Key Positions; 3) Developing Employees; 4) Assessing Results of Development; and 5) Evaluating the Program. They also were given tools for employee development that addressed the unique learning needs of upper managers.</p> <p>The two components of this program -- using individualized learning plans to prepare for upper management succession and promoting a culture of learning and development throughout the county -- both represent an innovative way to prepare any organization for the challenges it faces on a daily basis and for the future challenges it will face.</p>	
LESSONS LEARNED		
Do you consider your system successful? Why or why not?	Yes. Turnover 7% - people leave, but not for money. Lead central VA region for almost every job (pay leader)	

Jurisdiction		Henrico County
New Hires	No	
Current	No	
PERFORMANCE MANAGEMENT		
Do you link pay and performance?		
Management		
Other	Yes, but performance ratings used only as a threshold for receiving increases	
Public Safety		
If so, how?		
Management	n/a	
Other	n/a	
Public Safety	n/a	
Describe your performance management process / tools	<p>Performance is measured on a 5-point scale: 5 - Outstanding 4 - More than Acceptable 3 - Acceptable 2 - Needs Improvement 1 - Unacceptable</p> <p>Step 1 - Know the Job - review job description, establish standards/criteria, define performance standards, complete forms Step 2 - Meet with Employee Step 3 - Monitor Performance - observe work, record observations, give feedback Step 4 - Prepare the Evaluation - gather and review all information, evaluate performance against standards Step 5 - Discuss the Results - explain evaluation results Step 6 - Evaluate the Evaluation</p> <p>Each position has a job category, each job category has specific dimensions on which to be rated. Manager can choose from list of 10-12. All employees rated on Customer Service, Observance of Work Schedule, Employee Development and Leadership (managers only). Each supervisor sets standards - "role of the supervisor" training required of all new supervisors.</p> <p>Implementing Oracle HRMS - system will include performance management module. Moving to new competency model - Communication, Results-Driven, Serving Customers, Leading and Influencing, Technological Literacy, Understanding the Business, Personal Accountability, Managing and Transferring Knowledge, Functional Expertise</p>	
Does your process adequately differentiate performance? How?	No - same increases given to all employees	
CLASSIFICATION		
How do you classify jobs?	Point factor	
What factors do you use?	Education Complexity Scope of Responsibility Decision-Making Authority	
Describe the general process	Manual process. Assign points to each factor, total points, and assign grade based on the total points given to the job	
How do you address internal equity issues?	Spend a lot of time looking at descriptions and associated factors. Always look at other positions graded at the same level, one grade lower and one grade higher to ensure proper placement. Always review other positions when certain positions are re-graded (also look at school system as a check)	
How do you balance internal equity and external competitiveness?	Review on a case-by-case basis. HR is centralized, so the balance is unlikely to be out of wack - no pay actions are occurring that HR is not aware of.	
Do you have formalized career ladders? For what jobs? Are they competitive?	Non-Competitive: Building Inspectors / HR Analyst / Firefighters / Police Officers / Communication Officers / Animal Protection Officers / Correctional Officers / Equipment Operators / Water and Wastewater Treatment Operators / Community Development Technicians / Radio Repair Technicians / Security Officers / Assistant Commonwealth Attorneys / Assistant County Attorneys / Budget Analysts / Real Estate Appraiser / Social Worker / Technology Support Specialist	
Does your organization have formalized succession planning?	<p>We do. Five steps for an effective succession management program were described to upper managers. They were: 1) Identifying Key Positions for Succession; 2) Identifying Competencies of Key Positions; 3) Developing Employees; 4) Assessing Results of Development; and 5) Evaluating the Program. They also were given tools for employee development that addressed the unique learning needs of upper managers.</p> <p>The two components of this program -- using individualized learning plans to prepare for upper management succession and promoting a culture of learning and development throughout the county -- both represent an innovative way to prepare any organization for the challenges it faces on a daily basis and for the future challenges it will face.</p>	
LESSONS LEARNED		
Do you consider your system successful? Why or why not?	Yes. Turnover 7% - people leave, but not for money. Lead central VA region for almost every job (pay leader)	

Jurisdiction	Henrico County
What kind of investment was made training ees?	Oracle implementation and new competencies for performance management - investment in time to make sure employees have a clear understanding. Conducted survey to indicate what learning styles are out there - web-based, instructor-led, manuals - try to accommodate all learning styles
What was the most challenging/painful part of the process?	n/a
What would you do differently if you could?	n/a
What would you do the same?	n/a
Are you achieving the results you expected? Please elaborate.	n/a

Jurisdiction		Prince George's County
COMPENSATION ADMINISTRATION		
What is your compensation philosophy?	Not a set policy for compensation	
Is it written?	No	
Do you follow it?	n/a	
When did you implement your current system?	Been in place since early 1970's	
How often do you survey the marketplace?	Keep a pulse on a monthly basis - used to have a five year update, but currently no set time to review. Do on an ad-hoc basis	
How do you identify labor markets?	Area jurisdictions	
How do you determine a good match / comparator?	Competitors for talent in the local area	
What are the criteria for selecting comparators?	Local competition	
What are they?	Montgomery County / Anne Arundel / Howard County / Fairfax / Arlington / Washington DC - around beltway	
How many structures do you have?	11	
What type of structures do you have?		
Management	Salary ranges	
Other	Salary ranges	
Public Safety	Salary ranges	
How is pay set?		
Management	Typically at entry-level rate of pay. Can be set higher than entry, not to exceed the midpoint, if candidate' experience greatly exceeds the requirements, or recruiting difficulty requires higher pay	
Other		
Public Safety		
How do people progress within a range?		
Management	1) Cost of living adjustment 2) Merit increase	
Other		
Public Safety		
How long does it typically take to reach midpoint?		
Management	Not exactly sure.	
Other		
Public Safety		
What kinds of increases can a person expect in a given year?		
Management	1) Cost of living adjustment 2) Merit increase	
Other		
Public Safety		
Do you consider your system effective in helping to recruit employees? Retain ees?		
Management	For the majority of our positions, yes. But for those positions that are difficult to fill, it poses some challenges. Some places where compensation is not competitive with the marketplace - nurses, engineers, etc.	
Other		
Public Safety		
How do you adjust for deficiencies in your pay scales? What actions are taken?	Some type of classification or compensation study, and may legislate if an adjustment is required - goes to county executive officer, then to county council (could take months)	
When a job is below market, what actions are taken?	Re-grade positions if necessary - still needs to go through legislative process	
Do you have issues with pay compression or "leapfrogging"? How do you correct?		
Management	Look closely at pay adjustments to ensure minimal impact on the relationship between subordinate and supervisor pay	
Other		
Public Safety		
What tools do managers have to reward employees?		
Signing Bonus	Being considered by health department for nurse positions, but have not instituted that yet	
Spot Awards	n/a	
Retention Bonus	n/a	
Other	Annual leave award (performance-based)	
Are tools different for new hires vs current hires?		
New Hires	No	
Current	No	
PERFORMANCE MANAGEMENT		
Do you link pay and performance?		
Management	Yes, but performance ratings used only as a threshold for receiving increases	
Other	Yes, but performance ratings used only as a threshold for receiving increases	
Public Safety	Yes, but performance ratings used only as a threshold for receiving increases	
If so, how?		
Management	The official performance evaluation of a permanent status employee shall constitute the basis for awarding performance-related incentives or pay increases in accordance with established procedures	
Other		
Public Safety		

Jurisdiction		Prince George's County
Describe your performance management process / tools	<p>Performance is measured on a 5 point scale:</p> <p>4 - Outstanding - (receives pay increase, 3 retention points, and may receive 3 days of annual leave (discretionary))</p> <p>3 - Exceeds Satisfactory - (receives pay increase, 2 retention points, and may receive 3 days of annual leave (discretionary))</p> <p>2 - Satisfactory - (receives pay increase and 1 retention point)</p> <p>1 - Needs Improvement - (no pay increase, subject to a "satisfactory" rating at follow-up review)</p> <p>0 - Unsatisfactory - (no pay increase; demotion, salary reduction or dismissal)</p> <p>Annual performance appraisals are to be conducted no less than 10 days before an employee's anniversary date. Annual reviews must include a review of the employee's position description to ensure the employee is appraised on current duties and tasks, with employees signing the position description. The manager then provides ratings that best characterize the employee's performance on each task (from the past performance form). Overall ratings other than satisfactory must be justified on the assessment form. The employee is given an opportunity to provide comments, if necessary, before the assessment is complete. The supervisor then forwards the signed performance appraisal to the reviewing official.</p>	
Does your process adequately differentiate performance? How?	Yes - sufficient levels and performance is measured accurately in order to compare peers - but not as a means for differentiation in pay increases	
CLASSIFICATION		
How do you classify jobs?	Traditional classification system.	
What factors do you use?	Nature, variety and scope of the work performed; Level at which the work is performed; Nature of supervision received; Nature and extent of supervision exercised; Nature and scope of recommendations, decisions, commitments, and conclusions; and Qualifications required (KSAs)	
Describe the general process	Group classes of work into categories, and develop ranges to differentiate pay levels within classes	
How do you address internal equity issues?	New hires in division, or a promotion results in inequities - sometimes it can be corrected and sometimes it can't. How much pressure/concern is related to a situation impacts whether or not action is taken. Try to discourage agencies from doing this in the first place.	
How do you balance internal equity and external competitiveness?	Limited on the amount of legislation (like a battleship trying to make a turn) - takes a lot of time to make change (internal or external). Personnel officer can make an adjustment to salary as long as its in the current range, but can't change pay structures without legislation.	
Do you have formalized career ladders? For what jobs? Are they competitive?	Could not provide this information.	
Does your organization have formalized succession planning?	No, but working on implementing some sort of succession planning system. Started late last year.	
LESSONS LEARNED		
Do you consider your system successful? Why or why not?	In general, yes. As long as proper management and attention is paid, it works well. Current classification system hasn't been kept up as well as it had, used to be reviewed every year, but hasn't been done since early '90s. Need to follow proper procedure.	
What kind of investment was made training ees?	n/a	
What was the most challenging/painful part of the process?	Updating classification system - pressure to update classification system, but in a "no hire" phase right now and don't have the personnel to do it.	
What would you do differently if you could?	n/a	
What would you do the same?	n/a	
Are you achieving the results you expected? Please elaborate.	n/a	

Jurisdiction		City of Roanoke
COMPENSATION ADMINISTRATION		
What is your compensation philosophy?		Philosophy has been to be the leader in Southwest VA in terms of municipal gov't
Is it written?		No
Do you follow it?		As best we can
When did you implement your current system?		Probably back in 1985 - updates since then
How often do you survey the marketplace?		Annual benchmark survey in preparation for budget and making recommendations for merit increase (1/3 of 400 jobs) - compare actual average salary as well as range minimums and maximums to the market May also look at specific jobs throughout the year, as needed
How do you identify labor markets?		Labor market is "first cities" - cities of likable size, with similar positions, and other local government and specific organizations with similar positions
How do you determine a good match / comparator?		Organizations with similar size, with similar positions, and other local government and specific organizations with similar positions (inspectors and surveyors, IT department)
What are the criteria for selecting comparators?		Similar size similar positions
What are they?		Roanoke County, Salem, Lynchburg, Charlottesville, some NoVa municipalities, Tidewater region, "First Cities"
How many structures do you have?		1
What type of structures do you have?		
Management		
Other		Salary ranges
Public Safety		
How is pay set?		
Management		
Other		It depends on the job - generally lower level positions will start at the minimum. Specialty jobs (i.e. Civil Engineer) will start further in the range.
Public Safety		
How do people progress within a range?		
Management		1) Merit increase
Other		2) Occasionally, people who work on specific projects may receive an extra increase
Public Safety		Move pay plan annually half of what merit increase is
How long does it typically take to reach midpoint?		
Maximum?		
Management		
Other		Salary ranges prevent us from projecting an employee's movement
Public Safety		
What kinds of increases can a person expect in a given year?		
Management		
Other		1) Merit increase (based solely on budget and economic conditions)
Public Safety		
Do you consider your system effective in helping to recruit employees? Retain ees?		
Management		
Other		Definitely in attracting employees. Sometime not as effective in retaining employees. Minimum starting salaries are excellent, but people do not move through the ranges as quickly as they believe they should.
Public Safety		
How do you adjust for deficiencies in your pay scales?		Do structure adjustments (half of annual merit increase)
What actions are taken?		
When a job is below market, what actions are taken?		If certain jobs are below market, will try to make adjustments to salary or reclassify a position based on external market
Do you have issues with pay compression or "leapfrogging"? How do you correct?		
Management		
Other		We try to avoid this as much as we possibly can. Will handle on a case-by-case basis. Public safety issues will constantly come up - in last 3 to 5 years, have had to make adjustments for public safety. Will not allow promotional increases to be more than other individuals within department in the same position.
Public Safety		
What tools do managers have to reward employees?		
Signing Bonus		No
Spot Awards		No
Retention Bonus		No
Other		Special Increases - Occasions for people who work on specific projects may receive an extra increase
Are tools different for new hires vs current hires?		
New Hires		No
Current		No
PERFORMANCE MANAGEMENT		
Do you link pay and performance?		
Management		Yes - performance ratings used to differentiate pay increases
Other		Yes - performance ratings used to differentiate pay increases
Public Safety		Yes - performance ratings used to differentiate pay increases
If so, how?		
Management		
Other		Merit increases are provided to individuals based on performance ratings

Jurisdiction	City of Roanoke
Public Safety	
Describe your performance management process / tools	<p>Performance is measured on a 5-point scale: 5 - Exceptional Performance 4 - Exceeds Performance 3 - Meets Expectations 2 - Approaching Expectations 1 - Does Not Meet Expectations</p> <p>Factors That Drive Employee Performance</p> <ul style="list-style-type: none"> • City Council's Vision • Employee Core Values • Strategic Business Plan • Individual's Job Description • Individual Performance Competencies <p>An Overview of the Annual Performance Cycle</p> <ul style="list-style-type: none"> • July 1 – The performance year is the same as the city's fiscal year which begins July 1. • Coaching, feedback, and documentation of performance should continue throughout the year. • Mid-year Review – By the end of January each employee will receive a report of their progress to date. The mid-year review may or may not be scored. • Final Performance Review of Previous Twelve Months – By June 30 of each year, supervisors will have completed the appraisal form, received approval signatures from their manager, reviewed the results with the employee and sent a copy of the appraisal to Human Resources.
Does your process adequately differentiate performance? How?	I believe so. 5 ratings provides flexibility to differentiate between levels.
CLASSIFICATION	
How do you classify jobs?	Point factor
What factors do you use?	Knowledge and Skills Job Responsibilities Working Relationships Working Conditions
Describe the general process	1) Classification form that briefly describes what is entailed in the job 2) Interview with the incumbent and/or the direct supervisor as well as the manager 3) Craft an appropriate job description or revise existing 4) Factor the job based on appropriate factors and determine appropriate pay grade 5) Also do a market survey to ensure that the internal grade is competitive with the market
How do you address internal equity issues?	Look at this during the classification process, as well as periodically throughout the year. Do not necessarily make adjustments to pay based on others' salaries, but do try to ensure that similar positions are treated equitably as much as possible
How do you balance internal equity and external competitiveness?	Definitely look to the market once a job has been graded to ensure that it is competitive with market
Do you have formalized career ladders? For what jobs? Are they competitive?	Not really. Employees do complain about this. Competitive: Public safety does have limited career ladders - Officer - Sergeant - Lieutenant - Captain
Does your organization have formalized succession planning?	No - work in progress
LESSONS LEARNED	
Do you consider your system successful? Why or why not?	Yes. Definitely in attracting employees. Sometime not as effective in retaining employees. Minimum starting salaries are excellent, but people do not move through ranges as quickly as they believe they should.
What kind of investment was made training ees?	Training employees on the new system was done primarily through the use of focus groups.
What was the most challenging/painful part of the process?	The change process was relatively "pain-free"
What would you do differently if you could?	The only thing that we would have done differently is adjusting pay ranges without adjusting employee salaries.
What would you do the same?	With the exception of the above, everything else would be done the same.
Are you achieving the results you expected? Please elaborate.	This system is achieving the expected results

Jurisdiction		City of Charlotte
COMPENSATION ADMINISTRATION		
What is your compensation philosophy?	The City of Charlotte will attract and retain qualified and motivated employees who will provide efficient and effective services to the citizens.	
Is it written?	Yes	
Do you follow it?	Not formalized	
When did you implement your current system?	About 1993	
How often do you survey the marketplace?	<p>Every year we run surveys, but don't survey every job every year. Try to cover every job every 3 years. Covers 80-150 positions. Run national surveys, regional surveys, local surveys sometimes. Also purchase published surveys.</p> <p>Broadbanding - we use the median survey data to establish the market rate for each job class</p> <p>Public Safety Step Plan - when we gather data, we use the min and max of ranges to determine whether our min/max steps are competitive</p>	
How do you identify labor markets?	Cities with populations of 300,000 to 2M people. Won't use national data for lower level jobs (only for Director and higher level jobs). More administered surveyed on a regional/local level.	
How do you determine a good match / comparator?	Send out description of each of the benchmark jobs (5-6 sentences) and the cities provide data for each of the jobs. If a question, will follow-up with the city to determine whether or not the match is appropriate.	
What are the criteria for selecting comparators?	<p>Regional - 100,000 and up</p> <p>National - 300,000 to 2M</p> <p>Large number of cities. On off years, also do crime labs, airport authorities, waste management. (Documentation provided separately)</p>	
What are they?		
How many structures do you have?	2 - broad banding for all employees; step system for police and fire	
What type of structures do you have?		
Management	Broad bands	
Other	Broad bands	
Public Safety	Step system - Fire through Captain (all else in broad bands), Police through Sergeant (all else in broad bands)	
How is pay set?		
Management	Single market rate for each job class - can hire from 80% - 105% of market rate. Anything higher need manager approval	
Other		
Public Safety	Hire at step 1 - educational incentive built in (2 year degree starts 1 step higher, 4 year degree is 2 steps higher)	
How do people progress within a range?		
Management	1) Merit increase based on performance rating and relationship to market rate	
Other		
Public Safety	<p>1) All get market adjustment</p> <p>2) On anniversary date, receive step increase (up to max)</p>	
How long does it typically take to reach midpoint?		
Maximum?		
Management	n/a	
Other		
Public Safety	Not a consideration. The goal is to reach the end of the range - differs because each range has a different number of steps	
What kinds of increases can a person expect in a given year?		
Management	1) Merit increases that are based performance ratings and relationship to market rate	
Other		
Public Safety	<p>1) Market adjustment</p> <p>2) Step increase (anniversary date) up to maximum (at maximum, only receive market adjustment)</p>	
Do you consider your system effective in helping to recruit employees? Retain ees?		
Management	Very effective, but still have jobs that are difficult to hire into. People still have pay issues, but that will always be a concern. Labor and trades have less options for flexibility in starting salary - more flexibility in hiring level for Director levels. Overall turnover of around 7-8%	
Other		
Public Safety		
How do you adjust for deficiencies in your pay scales? What actions are taken?	Look at minimums and maximums of each band on an annual basis. If bands are adjusted, no pay action is taken.	
When a job is below market, what actions are taken?	Use performance matrix to allow for adjustments for individuals that are below market. All adjustments are made through the performance management process. Can also do a reclassification if a job is over and above what the stated job responsibilities are.	
Do you have issues with pay compression or "leapfrogging"? How do you correct?		
Management	n/a	
Other		
Public Safety	Minimal if at all - step system is designed so that there is little overlap between ranks. Policy says can pay as much as, but not more than the supervisor. Can't stand leapfrogging.	
What tools do managers have to reward employees?		
Signing Bonus	Signing bonuses - need proof of inability to hire qualified individuals	
Spot Awards	n/a	
Retention Bonus	Counter-offers are used as retention bonuses - few and far between, and HR manager is involved in the process	

Jurisdiction		City of Charlotte
Other	Referral bonuses are used from time to time for hard to fill positions (if stay for 6 months, \$500, stay for a year, another \$500)	
Are tools different for new hires vs current hires?		
New Hires	No	
Current	No	

Jurisdiction	
City of Charlotte	
PERFORMANCE MANAGEMENT	
Do you link pay and performance?	
Management	Yes - performance ratings used to differentiate pay increases
Other	Yes - performance ratings used to differentiate pay increases
Public Safety	Yes, but performance ratings used only as a threshold for receiving increases
If so, how?	
Management	Merit increases tied directly to performance ratings and relationship to market value
Other	
Public Safety	Only as a basis for granting step increase
Describe your performance management process / tools	<p>Performance is measured on a 5-point scale:</p> <ul style="list-style-type: none"> 5 - Exceptional Performance 4 - Performance Exceeded Expectations 3 - Performance Achieved Expectations 2 - Marginal Performance 1 - Unacceptable Performance <p>City Council makes strategic decisions about long- and short-term objectives for the City of Charlotte. Key Business Executives determine how these decisions will impact their business units and day-to-day operations. Each Key Business Unit (KBU) then develops a Balanced Scorecard and Business Plan that provides direction for achieving its initiatives for the fiscal year. Employee Performance Plans are linked to the corporate objectives and KBU initiatives and included in the KBU's Business Plan.</p> <p>Employees will be evaluated on how they demonstrate behaviors that support the City's Guiding Principles:</p> <ul style="list-style-type: none"> • We value teamwork, openness, accountability, productivity, diversity and employee development. • We will provide all customers with courteous, responsive, accessible and seamless quality services. • We will take initiative to identify, analyze and solve problems. • We will attract and retain a skilled and diverse workforce.* • We will collaborate with stakeholders to solve problems and make decisions.* <p>*To be included in performance plans of individual employees who are accountable for success in these areas.</p>
Does your process adequately differentiate performance? How?	Yes - if used properly. Not as difficult to differentiate performance as it is to spread the small amounts of increases in order to award increases. Seen inflated ratings lately because merit budgets are so small, supervisors over-rate employees.
CLASSIFICATION	
How do you classify jobs?	Informal - whole job slotting
What factors do you use?	<ul style="list-style-type: none"> 1) Internal relationships and market value 2) Qualifications, education, experience 3) Reporting relationships
Describe the general process	Management completes position description questionnaire and based on the information provided, go into database of salaries and descriptions, etc., look for similar job classes in order to classify. Intention was to create fewer job classes, but didn't really turn out that way - lots of specialized individuals who are in their own job class
How do you address internal equity issues?	As they come up, and there is a good reason, consider whether an increase is necessary. Also look into performance issues, etc. as possibilities for the inequity. Will only make adjustments if they are truly necessary/defensible. Also look at how any adjustments will affect other inequities. This is especially a concern with Public Safety - one change has a ripple effect that affects everyone.
How do you balance internal equity and external competitiveness?	Do a lot with market rates in order to gauge external competitiveness (use Mercer's Prism system) - look to market first, but consider internal equity as an important factor. If internal hierarchy is disturbed considerably, will focus more on maintaining internal equity.
Do you have formalized career ladders? For what jobs? Are they competitive?	<p>Non-competitive: Lab Analyst I & II / Treatment Plant Operators / Utility Technician / Firefighter</p> <p>Competitive: Engineering</p>
Does your organization have formalized succession planning?	Not formalized. Informally some departments do it, but there is a desire to do it on a formal basis.
LESSONS LEARNED	
Do you consider your system successful? Why or why not?	<p>Turnover rates of 7-8%. City Council's idea to have external consultants</p> <p>Laborers, entry level technicians are always difficult to keep - so many options for individuals in those jobs.</p>
What kind of investment was made training ees?	n/a
What was the most challenging/painful part of the process?	n/a
What would you do differently if you could?	n/a
What would you do the same?	n/a
Are you achieving the results you expected? Please elaborate.	n/a

Jurisdiction		District of Columbia
PERFORMANCE MANAGEMENT		
Do you link pay and performance?	<p>Management: Yes - performance ratings used to differentiate pay increases</p> <p>Other: Yes, but performance ratings used only as a threshold for receiving increases</p> <p>Public Safety: Yes, but performance ratings used only as a threshold for receiving increases</p>	
If so, how?	<p>Management: Performance ratings are tied directly to merit increases</p> <p>Other: n/a</p> <p>Public Safety:</p>	
Describe your performance management process / tools	<p>Performance Evaluation System - Line Staff (4-point system):</p> <ul style="list-style-type: none"> 4 - Role Model 3 - Excellent 2 - Satisfactory 1 - Unsatisfactory <p>Ratings are used to evaluate employee performance related to the following factors: Quantity, Quality, Work Habits, Personal Relations, Adaptability, Job Knowledge, Optional job competencies/performance standards (added by supervisor), and Supervision and Planning (Supervisors only)</p> <p>Performance Management Program - only for top level (2,000 employees)</p> <p>Performance is measured on a 5-point scale (60% on goals, 40% on competencies):</p> <ul style="list-style-type: none"> 5 - Significantly Exceed Expectations 4 - Exceeds Expectations 3 - Meets Expectations (this rating for higher meets eligibility for periodic step increase) 2 - Needs Improvement 1 - Does Not Meet Expectations <p>Competencies: Customer Service; Flexibility/Adaptability; Initiative; Professionalism; Teamwork; Job Knowledge; Resource Usage; Dependability; Communications; Integrity and Trust</p> <p>Supervisors Only --> Managing People; Leadership; Strategic Planning; Operations Planning & Evaluating; Conflict Mgmt</p> <p>Process consists of 1) Create Individual Performance Plan and Individual Development Plan, 2) Mid-year Evaluation, and 3) Annual Performance Evaluation (employees are able to submit self-assessments)</p>	
Does your process adequately differentiate performance? How?	Yes, if it was applied appropriately. Cultural problem - satisfactory rating means you are doing poorly. Looking at implementing a forced distribution.	
CLASSIFICATION		
How do you classify jobs?	Point Factor Federal factor evaluation system - www.opm.gov	
What factors do you use?	<ul style="list-style-type: none"> 1. Knowledge Required 2. Supervisory Controls 3. Guidelines 4. Complexity 5. Scope and Effect 6. Personal Contacts 7. Physical Demands 8. Work Environment 	
Describe the general process	Write a PD, classifiers assign points and classify jobs. Process is broken - management games the system and knows how to write PDs to achieve desired grade	
How do you address internal equity issues?	Look at it on a case-by-case basis. Doesn't happen very often. Might try to explain the situation rather than make a pay adjustment. A lot of discretion is given to the field to set pay.	
How do you balance internal equity and external competitiveness?	During union negotiations. Revise pay structures when the opportunity arises, but typically done during collective bargaining.	
Do you have formalized career ladders? For what jobs? Are they competitive?	Both competitive and non-competitive career ladders exist, but they are not usually documented or communicated to employees, so they can not provide. DC mirrors the federal classification system as well as federal career ladders.	
Does your organization have formalized succession planning?	Not formal.	
LESSONS LEARNED		
Do you consider your system successful? Why or why not?	Successful (pay rates are high), but not necessarily the best system as it is currently - inefficiencies exist, no minimum qualifications exist. Looking to overhaul a lot of policies and procedures. Have every tool in the book available, but need to work on the way its used.	

Jurisdiction	District of Columbia
What kind of investment was made training ees?	n/a
What was the most challenging/painful part of the process?	n/a
What would you do differently if you could?	n/a
What would you do the same?	n/a
Are you achieving the results you expected? Please elaborate.	n/a

Jurisdiction		City of Hampton
COMPENSATION ADMINISTRATION		
What is your compensation philosophy?	The City of Hampton's goal is to be the employer of choice by meeting the career needs of our employees. This will be accomplished by attracting, retaining and motivating high-performing employees and providing a competitive total compensation package. The total compensation package is based on economic conditions, service delivery to citizens and the financial resources available in the community.	
Is it written?	Yes	
Do you follow it?	Yes	
When did you implement your current system?	Performance Management - 7/1/2003 Pay - a long-time ago	
How often do you survey the marketplace?	Annually for benchmark jobs – as needed for other jobs Typically look at average pay as well as range midpoints. Use salary.com for compensation data, and typically target the 20th percentile of the market.	
How do you identify labor markets?	Usually it's the surrounding communities. For private sector we use Norfolk metro area.	
How do you determine a good match / comparator?	Job functions, education, experience, supervision	
What are the criteria for selecting comparators?	Labor pool is local area. Cross-over jobs use private sector salary data. Specialty or Director level will look at a wider area. Salary.com and VA Institute for Government. Also using TechNet now	
What are they?	Chesapeake, Newport News, Norfolk, Portsmouth, Suffolk, Virginia Beach	
How many structures do you have?	5 (Attorney, Public Safety, Administrative/Technical, Managerial/Professional, and When Actually Employed (Temporary))	
What type of structures do you have?	Management Other Public Safety	
How is pay set?	Management Other Public Safety	
Management	Executives - Compensation for executives and other senior level managers is established by the City Manager based on accomplishments and budgetary limits.	
Other	Others - The employee's base salary shall be set within the pay range, pay band, and/or on the pay schedule established for the position. No employee's base salary shall be more than the maximum or less than the minimum pay established for the position.	
Public Safety	Hiring philosophy is to hire at the minimum at the range, but anything within 10% of the minimum is acceptable. Anything above must be approved by City Manager	
How do people progress within a range?	Management Other Public Safety	
Management	1) Merit Increases - provided to all employees except those with performance of less than "Met Expectations"	
Other	2) Salary adjustment within pay range - an employee has assumed significantly greater responsibility, an increase is necessary to retain a valuable employee who has received a competing job offer, or similar cases	
Public Safety		
How long does it typically take to reach midpoint?		
Maximum?		
Management		
Other	Varies - pay for performance model	
Public Safety		
What kinds of increases can a person expect in a given year?		
Management		
Other	1) Merit increase - based on performance ratings	
Public Safety		
Do you consider your system effective in helping to recruit employees? Retain ees?		
Management	Yes. We are competitive within our labor market. Employees understand the system. It works for us.	
Other	Public Safety - turnover rates 7-8%	
Public Safety		
How do you adjust for deficiencies in your pay scales? What actions are taken?	Currently we are adjusting ranges by 2% each year. That's enabling us to remain competitive. Minimums and maximums are increased by 2%. Employee salaries are adjusted only if the salary is below the new minimum.	
When a job is below market, what actions are taken?	We move it to the appropriate range (usually the next higher one). Employees with salaries below the new minimum are brought to minimum, but no other adjustment is made.	
Do you have issues with pay compression or "leapfrogging"? How do you correct?		
Management	Not really	
Other	Temporary Ees - Issues with minimum wage - where tiers are established for events people	
Public Safety	Sometimes leapfrogging happens here based on personal decisions. Patrol Officers can earn more than Corporals because of achieving certifications.	
What tools do managers have to reward employees?		
Signing Bonus	n/a	
Spot Awards	n/a	
Retention Bonus	Critical Skills Retention Incentive - employees whose immediate departure would create functional hardship on the Department's or City's short term goals or ongoing responsibilities (and are paid at the max of the range). Max of 3 years - 1st year 5% of base, 2nd year 4% of base, 3rd year at 3% of base - RARELY USED, mostly for knowledge transfer	

Jurisdiction		City of Hampton
Other	<p>Achievement Award Program - used to reward individual and/or group outcomes (awards of more than \$1,000 need approval by City Manager). Criteria are:</p> <ol style="list-style-type: none"> 1) the activity provides a monetary savings to the City 2) the activity increases the City's ability to provide effective services 3) the activity enhances the City's image <p>Additional Compensation -</p> <ol style="list-style-type: none"> 1) Bonus - when an exempt employee is assigned responsibility by the City Manager or Department Head for the management of project(s) of significant scope, in addition to regular duties, a bonus may be awarded upon successful completion of the project(s). 2) Certification Incentives - rewarding employees for increasing and maintaining knowledge and skills (ASE Certification) - might get rid of this 3) Sustained performance adjustments - These programs allow employees to advance through a pay range or pay band by obtaining qualifications above the minimum requirements of the position. <p>Public Safety - Educational Incentive - certifications or degree completion; sometimes linked to length in service</p>	
Are tools different for new hires vs current hires?		
New Hires		
Current		Yes. Department heads have the discretion of bringing new hires in at 10% above the minimum of range
PERFORMANCE MANAGEMENT		
Do you link pay and performance?		
Management		Yes - performance ratings used to differentiate pay increases
Other		Yes - performance ratings used to differentiate pay increases
Public Safety		Yes - performance ratings used to differentiate pay increases
If so, how?		
Management		Merit increases are provided to all employees except those performing at less than "Met" expectations. Those organizations have the increase deferred for 6 months in order to improve performance. No indication of what happens if performance is not improved
Other		
Public Safety		
Describe your performance management process / tools		<p>Performance is measured on a 5 point scale:</p> <p>5 - Exceeded - consistently demonstrated an advanced degree of competence in all job requirements and goal expectations. Employee has shown exceptional capability in all performance factors. (4.5%-5)</p> <p>4- Surpassed - consistently demonstrated proficiency in many job requirements and goal expectations. Employee has excelled in all performance factors.(4-4.5)</p> <p>3 - Achieved - consistently met job requirements and goal expectations. Employee has successfully demonstrated all performance factors. (3-3.5)</p> <p>2 - Met - requires guidance and direction to meet job requirements and goal expectations. Employee has demonstrated some or most performance factors. (2-.2.5)</p> <p>1 - Did Not Meet - not making sufficient progress toward job requirements or goals.</p> <p>The Beginning of the Performance Year: The supervisor/manager prepares for the Planning and Review Meeting by: 1) Communicating the City's strategic plan, the department's objectives and how the work group supports these objectives, 2) Formulating the employee's specific plan for responsibilities/goals and development</p> <p>The Planning and Review Meeting: The employee and his/her supervisor/manager should mutually agree on the employee's job responsibilities/goals and development plan. The supervisor/manager documents the employee's job goals (typically for exempt/salaried employees) or job responsibilities (for nonexempt/hourly employees). The supervisor/manager identifies development goals and creates an action plan with timelines to address each area to be developed. Areas listed in this section may include: Knowledge, skills, abilities or areas that will lead to new growth in job responsibilities</p> <p>The Mid-Year Review: The supervisor/manager and employee discuss progress toward or changes to job responsibilities/goals and development plan. Job responsibilities/goals are documented in evaluative comments. These changes may come about because of new priorities being placed on the work group or the City of Hampton.</p> <p>The End of the Performance Year: The supervisor/manager evaluates responsibilities/goals and development plan for each employee. The supervisor /manager evaluates performance factors using City of Hampton's Strategic Performance Factors and Role Profiles document and evaluates Overall Performance Rating.</p>
Does your process adequately differentiate performance? How?		Yes. A numeric score is determined based on attaining goals and role profile rating factors
CLASSIFICATION		
How do you classify jobs?		The Director of Human Resources or designee shall be responsible for assigning City positions to a pay schedule, pay range, and/or pay band. This assignment is based on market data and the City Manager's determination of the strategic value of positions and/or employees to the organization.
What factors do you use?		Job functions, education, experience, supervision

Jurisdiction		City of Hampton
Describe the general process		We look for a good comparable – we check with the local communities (usually using the compensation survey tool) – we check the private sector (if applicable) – we look at internal equity
How do you address internal equity issues?		We work to keep certain jobs in synch (e.g. finance and budget). We maintain the integrity of a job series (career ladders)
How do you balance internal equity and external competitiveness?		If we're recruiting for a job and find that we're out of step with the market we'll adjust existing jobs that are linked (the same or comparable jobs in the same or other departments, job series, etc)
Do you have formalized career ladders? For what jobs? Are they competitive?		<p>Non-Competitive: Public Safety Communications / Telecommunications Specialist / Communications Training Instructor / Forensic Specialists / Police Officer / Firefighter / Medic Firefighter / Social Services Case Manager / Social Workers / Steam Plant Operators / Steam Plant Maintenance Mechanic / Park Technicians</p> <p>Competitive: Account Clerk / Animal Control Officer / Appraiser / Assistant Commonwealth Attorney / Budget Analyst / Clerk / Concrete Finisher / Deputy - Treasurer / Equipment Operator / Human Resources Generalist / Land Development Associate / Librarian / Maintenance Mechanic / Neighborhood Development Associate / Planner / Solid Waste Equipment Operator / Staff Support Technician</p>
Does your organization have formalized succession planning?		No, but we're beginning to develop one
LESSONS LEARNED		
Do you consider your system successful? Why or why not?		Yes. It's more objective. A focal date improved equity within a department (since the manager looks at all of the employees at the same time)
What kind of investment was made training ees?		Multiple employee education sessions were held. Separate sessions were conducted for managers/supervisors
What was the most challenging/painful part of the process?		Helping managers/supervisors develop good goals for their employees
What would you do differently if you could?		Perhaps video tape one of the sessions so we could share it with employees who were unable to attend a 'live' session
What would you do the same?		Involve employees from different departments
Are you achieving the results you expected? Please elaborate.		Yes. Employees understand the system. It works for us.

Jurisdiction		Montgomery County
COMPENSATION ADMINISTRATION		
What is your compensation philosophy?		Provide a compensation system designed to recruit and retain a high quality workforce.
Is it written?		Yes, in personnel regs
Do you follow it?		Yes
When did you implement your current system?		In the '90's. Have since added new schedules and broad-banding system, and pay for performance was added somewhat recently
How often do you survey the marketplace?		We do not routinely reference market compensation data; we seek marketplace compensation data when we are conducting an occupational class review for which we are experiencing recruitment/retention problems. We look at the minimum and maximum of the salary range for comparable titles when we do a salary comparison.
How do you identify labor markets?		We consider neighboring local government jurisdictions as our competing labor market; also use LGPA and HRA surveys
How do you determine a good match / comparator?		We consult with classification specialists in local governments, review on-line job class and salary data, and consult published market data covering the Washington/Baltimore metro area.
What are the criteria for selecting comparators?		Competition - drawing from the same pool of candidates. Rarely look to national market.
What are they?		Anne Arundel / Howard / Arlington / Baltimore County / Baltimore City / Prince George's County / Fairfax / City of Alexandria
How many structures do you have?		13
What type of structures do you have?		
Management		Salary ranges
Other		Salary Ranges
Public Safety		Step system - Police Officers, Corrections Officers, Deputy Sheriff and Fire & Rescue Salary ranges - Police Mgmt., Corrections Mgmt., Sheriff Mgmt., F&R Mgmt.
How is pay set?		
Management		Broad ranges make pay setting very flexible. Difficult to say what is typical. Pay for MLS classes are managed through a "control point". The control point is a point established at 90% of the salary range, and is used to control an employee's progression through the pay range associated with the MLS class. An employee's base salary may advance within the salary range beyond the control point only if the employee's performance is ranked as "Exceptional". The control point is calculated as follows: Salary Range Maximum - Salary Range Minimum = Salary Range Dollars; Salary Range Dollars X 90% + Salary Range Minimum = Control Point.
Other		
Public Safety		Ideally, set at the minimum of the grade, but has been slowly increasing toward midpoint of the range/grade
How do people progress within a range?		
Management		1) General salary adjustments 2) Performance-based pay
Other		1) Service Increment (3.5%) 2) General Wage Adjustment - negotiated with the union (4.5%)
Public Safety		1) Service Increment (longevity step) - 3.5% 2) General Wage Adjustment - 4.5%
How long does it typically take to reach midpoint?		
Maximum?		
Management		
Other		It takes about 15 years to reach the maximum; however, not all positions/employees start at the minimum.
Public Safety		
What kinds of increases can a person expect in a given year?		
Management		1) Performance-based pay
Other		1) General salary adjustment (4.5%) 2) Service increment (3.5%) - an increase in base salary granted on an annual basis to an eligible employee whose performance is at least satisfactory 3) Performance-based pay (lump sum, 1-2% of base)
Public Safety		1) General salary adjustment (4.5%) 2) Service increment (3.5%) - an increase in base salary granted on an annual basis to an eligible employee whose performance is at least satisfactory 3) Longevity increment - awarded after 20 years of service
Do you consider your system effective in helping to recruit employees? Retain ees?		
Management		Recruiting - good benefits, free parking, working in suburbs
Other		Retention - yes; annual increase of 8% - Turnover of 6-7% over the last 3 years
Public Safety		MAY BE OVERPAYING all employees
How do you adjust for deficiencies in your pay scales?		Consider creating a new pay scale for affected employees
What actions are taken?		
When a job is below market, what actions are taken?		Re-grade positions - Capital Project Mgrs (when re-allocating a whole class, personnel rules govern - receive service increment and new service date) - can be inequitable among individuals in the same job (some just get increase earlier, some get back to back (essentially) *Special within-grade pay increase - intended to resolve a pay inequity affecting an employee
Do you have issues with pay compression or "leapfrogging"? How do you correct?		
Management		Yes - do a major historical analysis to determine inequities
Other		Public Safety is negotiating for wage equity studies because of pay compression issues

Jurisdiction	
Public Safety	Montgomery County
What tools do managers have to reward employees?	Public Safety is negotiating for wage equity studies because of pay compression issues
Signing Bonus	Lump-sum incentive up to 10% of base pay can be provided to an occupational class for which the County has had difficulty attracting employees (only for classes deemed eligible)
Spot Awards	Employee Performance Award - cash award paid for exceptional performance; not to exceed 2-4% of base salary Special Recognition Award - cash award paid for public service (must be funded by department) Department Employee of the Year - lump sum cash award (not more than \$250 net pay) Department Recognition Award - cash or non-cash award (not more than \$100 net pay) Outstanding Performance Increment - outstanding performance for 2 consecutive 12-month periods (1-3% of base or one step) Annual Leave Award - sustained or unusual effort (maximum of 40 hrs of leave per employee)
Retention Bonus	Lump-sum incentive up to 10% of base pay can be provided to an occupational class for which the County has had difficulty retaining employees (only for classes deemed eligible)
Other	Gainsharing - If employee's suggestions to improve efficiency, increase productivity, etc. is adopted, employees receive a portion of the cost savings
Are tools different for new hires vs current hires?	
New Hires	No
Current	No
PERFORMANCE MANAGEMENT	
Do you link pay and performance?	
Management	Yes - performance ratings used to differentiate pay increases
Other	Yes - performance ratings used to differentiate pay increases under "performance-based pay" plan; otherwise used only as a threshold for award of merit and service increases
Public Safety	Yes, but performance ratings used only as a threshold for receiving increases
If so, how?	
Management	Not eligible for service increments, but may receive performance-based pay. Employees of ratings of Successful, Highly Successful, and Exceptional receives the performance-based pay in addition to the general wage adjustment awarded to other unrepresented County employees
Other	GS employees are eligible for add'l lump sum payments based on performance; 1% for Outstanding, 2% for Exceptional
Public Safety	n/a
Describe your performance management process / tools	<p>Performance is measured on a 5 point scale, with increases dependent on rating and position from control point:</p> <p>5 - Exceptional Performance (MLS, 4-6%; GS, 2% lump sum) 4 - Highly Successful Performance (MLS, 3.5-4%; GS, 1% lump sum) 3 - Successful Performance (MLS, 2-3.5%) 2 - Below Expectations 1 - Does Not Meet Expectations</p> <p>Plan within 45 days of hire, or 30 days after new performance period begins, and is established by both supervisor and employee. Mid-year review period is identified where progress and performance is discussed with the employee. An official rating is applied at the end of the performance period (no later than 60 days after the period ends), with review completed by a Reviewing Official (employee's 2nd level supervisor)</p>
Does your process adequately differentiate performance? How?	Yes - where performance is measured. Five-rating categories; and pay differentiated based on performance levels
CLASSIFICATION	
How do you classify jobs?	<p>Police, Sheriff, and Fire - subject to CBA Minimum wage/seasonal - fed'l minimum wage Sworn Police Manager / Uniformed Fire Manager / Sworn Sheriff Manager - subject criteria in County Code sections 33-11(b)(9,10,11) Medical Doctor - subject criteria in County Code section 33-11(b)(12)</p> <p>Quantitative job evaluation system (QES III) for for the General Salary schedule, Office, Professional and Technical/Service, Labor and Trades (OPT/SLT)</p> <p>Broadbanding system for the MLS class (Mgmt Leadership Service)</p>
What factors do you use?	1) Knowledge required 2) Supervisory control 3) Guidelines 4) Complexity 5) Scope and effect 6) Contacts 7) Public service/assistance 8) Working conditions 9) Physical demands 10) Supervision exercised (if applicable)

Jurisdiction	Montgomery County
Describe the general process	<p>1) Obtain documentation of factor data 2) Determine primary and substantial duties 3) Assign factor levels 4) Determine frequency of occurrence for factors 8 & 9 5) Evaluate supervisory responsibilities 6) Assign point values</p> <p>Used to develop class standards. Individual positions are slotted based on prior position classification</p>
How do you address internal equity issues?	Philosophy is that all occupations are measured against same standard, so should not be an issue. Can adjust grade based on internal equity issues. Try to explain salary inequities. May make adjustment.
How do you balance internal equity and external competitiveness?	External competitiveness trumps internal equity - IT Project Mgr class recently moved up 10 grades. Depends on the severity of the recruitment problem. We recently established the IT project manager class, based upon external market compensation data with a salary maximum above the deputy department director.
Do you have formalized career ladders? For what jobs? Are they competitive?	<p>Accountant/Auditor / Administrative Aide / Administrative Specialist / Alcohol & Tobacco Enforcement Specialist / Architect / Assistant County Attorney / Assistant Inspector General / Building Services Worker / Business Development Specialist / Carpenter / Code Enforcement Inspector / Communications Technician / Community Health Nurse / Community Services Aide / Construction Codes Representative / Construction Representative / Election Aide / Electrician / Engineer / Engineer Technician / Environmental Health Specialist / Epidemiologist / Equipment Operator / Forensics Specialist / Graphic Artist / Highway Inspector / Housing Code Inspector / Human Resources Specialist / HVAC Mechanic / Income Assistant Program Specialist / Information & Referral Aide / IT Specialist / IT Technician / Investigator / Legal Secretary / Legislative Analyst / Legislative Senior Aide / Librarian / Library Assistant / Library Associate / Liquor Store Clerk / Management & Budget Specialist / Mechanic Technician / Medical Doctor Physician / Medical Doctor Psychiatrist / Permit Technician / Permitting Services Inspector / Permitting Services Specialist / Planning</p> <p>Public Safety - Correctional Officer / Correctional Specialist / Deputy Sheriff / Firefighter/Rescuer / Police Officer / Public Safety</p> <p>Most are non-competitive, but typically the highest level in the career ladder is a competitive promotion.</p>
Does your organization have formalized succession planning?	<p>Yes</p> <p>Step 1 - Identify Key Positions for Succession Step 2 - Identify Competencies Needed Step 3 - Employees Begin Development with Assistance of Key Manager Step 4 - Employees Assess Development with Assistance of Key Manager Step 5 - Evaluate Succession Management Program</p>
LESSONS LEARNED	
Do you consider your system successful? Why or why not?	In general, yes. Turnover rate of 6-7%. Quantitative point factor system is too labor intensive to administer. We are considering overhauling it.
What kind of investment was made training employees?	n/a
What was the most challenging/painful part of the process?	n/a
What would you do differently if you could?	n/a
What would you do the same?	n/a
Are you achieving the results you expected? Please elaborate.	n/a

Jurisdiction		Prince William County
COMPENSATION ADMINISTRATION		
What is your compensation philosophy?		Objective is to remain competitive in a dynamic environment containing affluent counties and federal government. Total compensation package offers the ability to compete within the marketplace. Try to be within +/- 5% of average new hire salaries. However, also look at midpoints for competitiveness
Is it written?		Yes
Do you follow it?		Yes
When did you implement your current system?		1969 for classification and pay plans - classification plan changed on an on-going basis to keep it accurate; pay plan is more structured, and is typically only changed during the fiscal year, if a change is required 2007 for performance management
How often do you survey the marketplace?		Once every year, which starts in September, for input into July budget. Less formal surveying is conducted on an on-going basis.
How do you identify labor markets?		Geographical area. Look at exit interviews to see where people are going, and where people are coming from.
How do you determine a good match / comparator?		Used to look at all the surrounding counties, but narrowed it down. Other counties are much smaller, not structured the same, and not really comparators.
What are the criteria for selecting comparators?		Competitors and jurisdictions that have similar positions
What are they?		Alexandria / Arlington / Fairfax
How many structures do you have?		3
What type of structures do you have?		
Management		Step system until 10/1/2008, then open range with increases based on a percentage of salary.
Other		Step system
Public Safety		Step system
How is pay set?		
Management		
Other		Typically set at the appropriate grade based on classification, but there is room for negotiation in terms of the step that the new employees is placed on.
Public Safety		
How do people progress within a range?		
Management		
Other		1) Merit increase based on performance
Public Safety		
How long does it typically take to reach midpoint?		
Management		
Other		Difficult to say. Flexibility in hiring range makes it difficult to determine what the average length of time is.
Public Safety		
What kinds of increases can a person expect in a given year?		
Management		1) Merit increases
Other		2) Market rate adjustments, only when approved by the governing Board - everyone receives increase (nothing is proposed for this year)
Public Safety		1) Merit increases 2) Market rate adjustments, only when approved by the governing Board - everyone receives increase (nothing is proposed for this year) 3) Longevity Bonus - Police Officers and Firefighters with 9 years or less of service receive 3% of their annual salary, and individuals with more than 10 years of service receive 5% of their annual salary, up to a maximum of \$4,600. The retention supplement is paid during the month in which the employee's anniversary date occur, or immediately thereafter.
Do you consider your system effective in helping to recruit employees? Retain ees?		
Management		
Other		Yes. Turnover rates are very low (less than 10%) both for public safety and for general county employees. Average about 30,000 resumes per year
Public Safety		
How do you adjust for deficiencies in your pay scales?		Primarily look at it by position, will use a market rate adjustment to adjust pay scales if there are deficiencies.
When a job is below market, what actions are taken?		Re-grade positions and slot the employee in the new grade at the salary closest to the current salary but not less. May result in small pay adjustment. After July 1, can slot into new pay range but keep at the same salary.
Do you have issues with pay compression or "leapfrogging"? How do you correct?		
Management		Do experience this, but philosophy hinges on reaching maximum step. All levels within the police department are graded
Other		Sergeant may make more than Lieutenant, but at some point both will make maximum step and pay will equalize (appropriately)
Public Safety		
What tools do managers have to reward employees?		
Signing Bonus		Public Safety - \$3,000 for PO and FF
Spot Awards		n/a
Retention Bonus		Retention Bonus (based upon years of service) - Police Officers and Firefighters with 9 years or less of service receive 3% of their annual salary, and individuals with more than 10 years of service receive 5% of their annual salary, up to a maximum of \$4,600. The retention supplement is paid during the month in which the employee's anniversary date occur, or immediately thereafter.
Other		Public Safety - Referral bonuses - \$500 once candidate passes probation County Executive's Award - paid for a unique or specific contribution - up to \$500
Are tools different for new hires vs current hires?		
New Hires		No
Current		No
PERFORMANCE MANAGEMENT		

Jurisdiction		Prince William County
Do you link pay and performance?		
Management		Yes - performance ratings used to differentiate pay increases
Other		Yes - performance ratings used to differentiate pay increases
Public Safety		Yes - performance ratings used to differentiate pay increases
If so, how?		
Management		
Other		Step increases are awarded based on performance for all employee groups
Public Safety		
Describe your performance management process / tools		<p>Performance is measured on a 5 point scale (DRIVE system). Implemented in October 2007, and running concurrently until the compensation piece takes affect:</p> <p>5 - Greatly Exceeds 4 - Exceeds 3 - Fully Achieves 2 - Does Not Fully Achieve 1 - Significantly Below</p> <p>Employees are rated on the following elements (provides line of sight): What you do is 50% - how you do it is 50%</p> <p>1) County performance measures (what you do) - based on citizen survey 2) Department/division performance measures (what you do) - based on department 3) Unit/division performance measures (what you do) - traditional performance evaluation 4) County values (how you do) - respect, integrity, creativity, teamwork, excellence, responsibility 5) Knowledge, skills and abilities (how you do)</p> <p>Depending on position within the organization, percentages applied to each measure may be different. Higher level employees will have higher leverage placed on county measures. Clerical employees will have a higher leverage placed on individual performance measures.</p>
Does your process adequately differentiate performance? How?		Yes. The purpose of the PFP plan is to differentiate performance, and it does that well
CLASSIFICATION		
How do you classify jobs?		Point factor - Hay methodology
What factors do you use?		1) Know-how 2) Problem-solving 3) Accountability
Describe the general process		Job documentation is collected from the supervisor or job incumbent, is reviewed and points are applied for each factor. The total points assigned to a job help indicate the appropriate grade. In addition, we review other positions within that grade as well as other similar positions in other grades to determine the best fit.
How do you address internal equity issues?		<p>Once a position is evaluated, look at other jobs at that grade level, then look at the differences in scores between each jobs. If jobs are mis-graded, may conduct a review of classification.</p> <p>No adjustments are made in terms of pay for jobs with pay inequities.</p>
How do you balance internal equity and external competitiveness?		<p>Pay what's the market for a person skill and abilities, and monitor situations with internal equity, but it is a struggle to try to do something about it. Will pay what is necessary for positions that are especially difficult to recruit for.</p> <p>Will do ad-hoc surveys for positions where there is difficulty in recruiting and retaining employees; may have unique skills or have requirements that are different than other jurisdictions.</p>
Do you have formalized career ladders? For what jobs? Are they competitive?		<p>Non-competitive : None</p> <p>Competitive : Public Safety / Accounting Assistant / Accounting Services Coordinator / Administrative Specialist / Administrative Support Assistant / Administrative Support Coordinator / Assistant County Attorney / Automotive Mechanic / Communications Technician / Community Services Board Therapist / Computer Operator / Contract Specialist / Custodian / Dental Assistant / Deputy Clerk / Detention Facility Child Supervisor / Development Services Technician / Economic Support Specialist / Engineer / Engineering Assistant / Facilities Planner / Financial Analyst / Fire & Rescue Technician / GIS Analyst / GIS Specialist / Gypsy Moth & Mosquito Control Specialist / Housing Program Specialist / Human Resources Analyst / Human Services Worker / Intake Technician / Librarian / Library Services Technician / Maintenance Mechanic / Management & Budget Analyst / Management & Fiscal Analyst / Management Analyst / Motor Equipment Operator / Paralegal / Planner / Police Detective / Police Officer / Probation/Pretrial Supervision Officer / Public Health Nurse / Public Information Specialist / Public Safety Communications Telecommunicator / Real Estate Appraiser / Worker / Systems Developer / Technical Services Analyst /</p>
Does your organization have formalized succession planning?		A little bit. Primarily in bigger departments such as Police and Fire. Career ladders and predictability for retirement make it easier to plan in advance.
LESSONS LEARNED		
Do you consider your system successful? Why or why not?		Low turnover rates. Single digits in public safety. Very few grievances - can count on one hand those that are related to classification and compensation. Most are employee relations. 30,000 resumes annually.

Jurisdiction		Prince William County
What kind of investment was made training ees?		Substantial in terms of staff involvement and cost of trainers. Every employee (close to 4,000) went through at least one level of training (Level 1). Supervisors and managers went through Levels 2 & 3. DRIVE website contains all information pertinent to the program, bi-weekly newsletter, emails that are sent out periodically. Still discussing improvements, enhancements, availability of add'l training. Constantly communicate values of the DRIVE system. During budget negotiations, discussed dropping DRIVE funding, but even police and fire unions supported it.
What was the most challenging/painful part of the process?		Most difficult was the development of the system - had consulting help, but realized the system PWC wanted/needed did not exist. Gathered feedback from employees and shareholders, developing goals and objectives, and finding something that was acceptable to all interested parties.
What would you do differently if you could?		Still in the process of people learning, so almost too new to provide perspective. Could not really have approached design, development, and implementation any differently.
What would you do the same?		See above
Are you achieving the results you expected? Please elaborate.		Too early to make a determination

Jurisdiction		City of Virginia Beach
COMPENSATION ADMINISTRATION		
What is your compensation philosophy?	No official philosophy	
Is it written?	n/a	
Do you follow it?	n/a	
When did you implement your current system?	In 1993 we changed from a step system to open range to provide greater flexibility in granting pay adjustments. In 1995 the first market salary survey was implemented.	
How often do you survey the marketplace?	<p>Market surveys were conducted every year until 2002 when it was determined that we would conduct them every other year then in 2004 it was decided that we would conduct them every 3 years. 150 – 175 benchmark jobs were identified and linked to approximately 600 other city job titles. Representatives from each locality discussed job duties for each benchmark and agreed to appropriate matches based on basic function and reporting structure for each job.</p> <p>When looking at compensation data in the external market, we use a range mid-point. This mid-point is the middle of the pay range.</p>	
How do you identify labor markets?	Local gov't agencies - local competitors for talent with similar jobs; for national searches, try to use cities of the same general size	
How do you determine a good match / comparator?	Local gov't agencies - local competitors for talent with similar jobs	
What are the criteria for selecting comparators?	Local gov't agencies - local competitors for talent with similar jobs	
What are they?	Norfolk, Portsmouth, Chesapeake, Hampton and Newport News	
How many structures do you have?	2 (Exempt and Non-Exempt)	
What type of structures do you have?		
Management	Salary ranges	
Other	Salary ranges	
Public Safety	Salary ranges	
How is pay set?		
Management	Typically an employee is brought in at the bottom of the range. There is some built-in flexibility, but it is more of an exception than a regular occurrence.	
Other		
Public Safety		
How do people progress within a range?		
Management	1) Annual merit increase	
Other		
Public Safety		
How long does it typically take to reach midpoint?		
Maximum?		
Management	n/a	
Other		
Public Safety		
What kinds of increases can a person expect in a given year?		
Management	1) Merit increase 2) Structure adjustment (effective July 1, 2006), adjustments are made both to the structure and to base pay	
Other		
Public Safety		
Do you consider your system effective in helping to recruit employees? Retain ees?		
Management	The market, pay plan and salary adjustments increase recruitment potential for applicants and promote greater retention of employees.	
Other		
Public Safety		
How do you adjust for deficiencies in your pay scales? What actions are taken?	When the market survey indicates a deficiency in the pay range for a position, 5% adjustments are made to the minimum and maximum of the position. The base pay of employees in these titles is adjusted by 5%.	
When a job is below market, what actions are taken?	When the market survey indicates a deficiency in the pay range for a position, 5% adjustments are made to the minimum and maximum of the position. The base pay of employees in these titles is adjusted by 5%.	
Do you have issues with pay compression or "leapfrogging"? How do you correct?		
Management	Making adjustments to only the pay ranges did create compression and leapfrogging between supervisors and subordinates. Compression adjustments have been made over the years to address this issue. By providing increases to the base pay as well as the structure we eliminate this type of compression.	
Other		
Public Safety		
What tools do managers have to reward employees?		
Signing Bonus	n/a	
Spot Awards	n/a	
Retention Bonus	n/a	

Jurisdiction		City of Virginia Beach
Other	<p>Performance Bonus - a lump sum bonus awarded to an employee displaying outstanding performance. The bonus, typically equivalent of up to 5% of the employee's salary, may be granted upon written request of the Department Director and approval by the Director of Human Resources and the City Manager.</p> <p>Recruitment Bonus - a lump sum payment made to an existing employee for the successful recruitment and hiring of a new employee into a position that is identified as a difficult to fill position by the hiring department and approved by the Director of Human Resources. The success of recent efforts to recruit candidates for similar positions, labor market factors, special qualifications needed in the position, and the practicality of offering the bonus shall be considered to determine if a recruitment bonus is appropriate. The recruitment bonus, typically equivalent to 1% of the minimum annual salary of the position advertised, will be awarded contingent upon the successful completion of the new employee's probation period.</p>	
Are tools different for new hires vs current hires?		
New Hires	No	
Current	No	

Jurisdiction		City of Virginia Beach
PERFORMANCE MANAGEMENT		
Do you link pay and performance?		
Management		Yes, but performance ratings used only as a threshold for receiving increases
Other		Yes, but performance ratings used only as a threshold for receiving increases
Public Safety		Yes, but performance ratings used only as a threshold for receiving increases
If so, how?		
Management		Performance management is used as a threshold for receiving pay increases - it is not incremental. INTENSE interest from City Council in the last 6-8 months (via blue ribbon committee) in alterations to pay plans and performance management process. Over next two years, presume that they will be much more aligned with pay for performance system. Current system in place since 1995, but prior to that they had a pay for performance system - prior merit increases were 2.5%, 5%, 7.5% increases based on performance. Scale was set up so that had to score 9.5 or above to get 7.5%. 5% was 5 points and above - but ran into issues with employees only being tenths of points off. Eventually, not seen as being fair because "favorite" employees received the highest increases. Also became more difficult to provide the size of the increase that was previously offered - started to offer performance days off.
Other		
Public Safety		Have been reviewing issues with current evaluation system over the past year (pluses and minuses) - gathered employee opinions, etc. Also looking at NSPS.
Describe your performance management process / tools		<p>Focused on forms that include aspects that align to areas that employees said needed improvement</p> <p>New forms include supervisory component - gives employees an opportunity to provide feedback for supervisors.</p> <p>Also includes an area for employees to provide feedback on employment experience in general - have tweaked this to be more constructive in terms of areas of improvement for the City - what do you need? what can we do better? Identifying training needs, etc.</p> <p>WAITING ON THIS INFORMATION</p>
Does your process adequately differentiate performance? How?		The process does not differentiate performance for those that meet the basic requirements of their job. The performance management process is currently under review.
CLASSIFICATION		
How do you classify jobs?		Whole job slotting. Tried point factor at one point, but managers constantly tried to "game" the system
What factors do you use?		<p>Job duties</p> <p>Critical elements of performance</p> <p>Minimum qualifications</p> <p>Associated knowledge, skills, and abilities</p> <p>The pay ranges of similar positions and surveys of similar positions in surrounding cities are also considered</p>
Describe the general process		Job classification is determined through a combination of input from managers and directors, desk audits, comparisons of similar established positions within the City, and surveys of similar positions in surrounding cities.
How do you address internal equity issues?		Due to the market system used by the City of Virginia Beach, internal equity is only a concern for similar job groups.
How do you balance internal equity and external competitiveness?		With the implementation of the market system, the focus is more on external competition rather than internal equity within occupational groups.

Jurisdiction	City of Virginia Beach
<p>Do you have formalized career ladders? For what jobs? Are they competitive?</p>	<p>Account Clerk / Accountant / Administrative Services Manager / Administrative Specialist / Animal Control Officer / Assistant Registrar / Audit/Assessment Operator / Auditor / Behavior Specialist / Building Maintenance Inspector / Business Application Specialist / Business Development Representative / Buyer / Carpenter / Claims Adjuster / Clerk / Clerk Typist / Coastal Zone Inspector / Code Inspector / Communications Officer / Computer Electronics Technician / Computer Operator / Construction Inspector / Consumer Protection Investigator / Convention & Tourism Representative / Cook / Curator / Custodial Worker / Deputy City Clerk / Distribution Clerk / Electrician / Eligibility Worker / Engineer / Engineering Aide / Engineering Technician / Executive Assistant / Exhibits Technician / Exterminator / Forensic Specialist / GIS Technician / Groundskeeper / Heating & A/C Technician / Housing Construction Specialist / Housing Specialist / Human Resources Analyst / Infrastructure Inspector / Judicial Assistant / Laboratory Technician / Landscape Inspector / Legal Docket Clerk / Legal Secretary / Library Information Specialist / Inspections Coordinator / Librarian / Library Technician / Planner/Estimator / Planning Aide / Planning Technician / Plans Examiner / Plumber / Precinct Desk Officer / Pretrial Probation Officer / Printer / Production Technician / Programmer / Programmer/Analyst / Public Information Specialist / Public Safety Analyst / Real Estate Appraiser / Real Estate Transfer Clerk / Records Technician / Revenue Agent / Revenue Investigator / Right-of-Way Agent / Social Worker / Storekeeper / Survey Aide / Systems Analyst / Systems Engineer / Teacher / Traffic Aide / Traffic Signal Electronics Technician / Traffic Signs & Markings Mechanic / Traffic Technician / Utility Control Center Operator / Utility Mechanic / Victim Witness Caseworker / Video Production Specialist / Waste Management Operator / Water Service Inspector / Workers' Compensation Adjuster / Zoning Inspector</p> <p>All of the listed career ladders can be filled through either a competitive or non-competitive process.</p> <p>All vacancies and vacant positions are filled through a competitive process. For example, an Account Clerk II vacancy would be filled through a competitive process between existing Account Clerk Is, other City employees, and outside applicants. All interested applicants are required to apply and compete for the position.</p> <p>Non-competitive processes occur through actions such as career progressions. An example of this would be if an Account Clerk I is functioning on a level above Account Clerk I, at a II level. In this case, the department will request a career progression to reclassify this Account Clerk I to an Account Clerk II. In this case, there was not a vacancy, and an existing position was reclassified.</p>
<p>Does your organization have formalized succession planning?</p>	<p>The City does not have formalized succession planning.</p>
<p>LESSONS LEARNED</p>	
<p>Do you consider your system successful? Why or why not?</p>	<p>This system is considered to be successful - turnover rate of 4.4%</p>
<p>What kind of investment was made training ees?</p>	<p>n/a</p>
<p>What was the most challenging/painful part of the process?</p>	<p>n/a</p>
<p>What would you do differently if you could?</p>	<p>n/a</p>
<p>What would you do the same?</p>	<p>n/a</p>
<p>Are you achieving the results you expected? Please elaborate.</p>	<p>n/a</p>