

Total Rewards Study

12-Mar	Start date of plan
7	Day(s) between (set for full week)
16-May	Today

This legend will keep track of tasks		This legend keeps track of roles	
	Complete		Hay Group
	Due next 7 days		City of Gainesville
	Past Due		Charter Officers
			Shared

Milestone	Activity	Group	Notes	Start Date (Mo/Day/Yr)	End Date (Mo/Day/Yr)	Complete?	Scheduled Meeting/ Call (Insert M or C)	12-Mar
Phase 1 – Kickoff, Departmental Interviews, and Work Plan Refinement								
	Project planning - March 14, 2018	Shared	Meet with key stakeholders and Human Resources staff to refine approach and gain further clarity on issues	12-Mar	12-Mar	Yes	M	M
	Information gathering (120 benchmark jobs selection, employee compensation data, class specifications, current compensation and benefits plan information such as salary structures, bonus/incentive plans, etc. and organizational charts)	City of Gainesville	Formal information request for the HR staff	19-Mar	16-Apr	Yes		
	Develop draft data request for benchmark approach	Shared	HR Staff to provide data request items in addition to KFHG suggested data collection	9-Apr	16-Apr	Yes		
M	Refine work plan and timeline as needed based on stakeholder feedback	Hay Group	Discuss on weekly call the cadence of project team calls/email status updates/milestone meetings	16-Apr	23-Apr	Yes		
Phase 2a - Interviews and Preliminary Analysis								
	Interviews with Charter Officers	Shared	HR Staff to assist scheduling Interviews	23-Apr	30-Apr	Yes	M	
	Interviews with Department Heads	Shared	HR Staff to assist scheduling Interviews	14-May	14-May	Yes	M	
	Determine Peer Group/Market	Shared	Develop and continue to refine list of comparators, determine what existing data is available or if custom survey is needed	30-Apr	30-Jul	Yes		
	Cody & Associates Job Classification Study (estimates 90 days to deliver results)	City of Gainesville	Charter Officer meeting on 8/27 to present recommendations and finalize audit review outcomes.	23-Apr	3-Sep	Yes		
	Finalize benchmark jobs	Shared	Review & finalize list of 120 benchmark jobs	23-Apr	30-Apr	Yes		
	Compile and analyze the City data as received, seek clarification as needed	Hay Group		23-Apr	14-May	Yes		
Phase 2b - Data Collection								
	Review Gainesville's benefits programs; seek clarification and value of Gainesville benefits for external comparison	Shared		7-May	25-Jun	Yes		
	Custom compensation survey preparation	Shared	Develop peer group contact list; finalize data submission kit; survey mail prep	23-Jul	13-Aug	Yes		
	Custom survey participation campaign; data collection and quality checks	Hay Group	Mail survey materials by 8/23/18 and follow-up with target comparators	20-Aug	24-Sep	Yes		
	Close survey on 10/5, compilation and quality check of data	Hay Group	Ongoing communication to ensure accuracy of data	24-Sep	8-Oct	Yes		
	Custom Survey Report production	Hay Group	Produce client and participant results; deliver results to participants (once approved)	8-Oct	22-Oct	Yes		
	Benefits Pulse Survey to employees	Hay Group	Finalize Benefits pulse survey, survey prep (collect employee contact information) and mailing	20-Aug	27-Aug	Yes		
	Benefits Pulse Survey participation campaign; data collection and quality checks	Hay Group	Mail survey materials on 9/4 and follow-up with employees	27-Aug	3-Sep	Yes		
	Close benefits pulse survey 9/18, compilation and quality check of data.	Hay Group		24-Sep	1-Oct	Yes		
	Produce Benefits Pulse Survey reports.	Hay Group	Analyze data and produce reports	1-Oct	15-Oct	Yes		
Phase 2c - Internal Data Analysis								
	Evaluate the 120 benchmark jobs using Hay Group's streamlined job evaluation methodology	Hay Group		21-May	9-Jul	Yes		
	Validate preliminary job evaluations using a job matrix with project team	Shared		9-Jul	16-Jul	Yes		
M	Map non-benchmark jobs to organizational job matrix	Shared	Job slotting non-benchmark jobs into job matrix	30-Jul	20-Aug	Yes	M	
	Add Cody & Associates final job classifications into job matrix (KF to send by 9/14)	Hay Group	Result of Charter Officers meeting at the end of August, slot the job classifications into the job matrix	3-Sep	10-Sep	Yes		
	Gainesville to provide an updated job matrix and Korn Ferry to review leveling.	Shared	Use Hay Job Evaluation methodology to test final job matrix.	1-Oct	8-Oct	Yes		
	Korn Ferry leads discussion on Pay Philosophy & Best Practices with Charter Officers.	Charter Officers	Review pay philosophy questionnaire.	8-Oct	22-Oct	Yes		
	Gainesville to provide updated incumbent level data on 10/22.	City of Gainesville	Updated data reflective of classification changes, recent union negotiations, salary increases, etc.	22-Oct	22-Oct	Yes		

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	Korn Ferry begins Internal Equity Analysis	Hay Group	Using updated classifications, tested with Hay job evaluation matrix and updated incumbent data, Korn Ferry will analyze internal equity for base salaries.	22-Oct	29-Oct	Yes		
	Korn Ferry and HR Core Team/Committee to review Internal Equity Analysis draft report	Shared	Discuss findings and update report as needed	12-Nov	12-Nov	Yes	C	
	Korn Ferry/HR Core Team presents final draft matrix.	Shared	After committee review of initial draft matrix, KF met with each committee member 1:1 to discuss their feedback and requested changes.	26-Nov	3-Dec	Yes		
	Gainesville to provide updated incumbent level data on 1/3.	City of Gainesville	Updated data reflective of recent union negotiations, merit increases, etc.	31-Dec	31-Dec	Yes		
	Korn Ferry and HR Core Team to present final matrix incorporating committee feedback.	Shared	Present a summary of changes.	7-Jan	7-Jan	Yes		
	Phase 2d - External Data Analysis							
	Compensation and benefits program analysis and findings. Develop preliminary charts and tables leveraging the total rewards custom survey, Hay Group General Market & Public Sector data, and appropriate third party industry specific surveys.	Hay Group	An assessment of the competitiveness by position level of the City's compensation and benefits practices.	29-Oct	5-Nov	Yes		
	Review preliminary market analysis with the City on 11/13.	Shared	Refine approach and update analysis based on the City's feedback.	12-Nov	12-Nov	Yes	M	
	Korn Ferry to present benefits market analysis to HR Core Team/Committee.	Hay Group		17-Dec	17-Dec	Yes	C	
	Korn Ferry to present compensation market analysis to HR Core Team.	Hay Group		14-Jan	14-Jan	Yes	C	
	Phase 3 - Draft review report							
	Develop draft report to the City incorporating all compensation and benefits findings, final recommendations, and feedback obtained from the City	Hay Group		7-Jan	14-Jan	Yes		
	Korn Ferry reviews draft report to HR Core Team and refines as needed.	Shared	Refine approach and update draft report based on the City's feedback.	21-Jan	20-May	Yes		
M	Korn Ferry presents Internal Equity Analysis, Market Competitiveness & Recommendations to the Charter Officers.	Charter Officers	Meeting with Charter Officers 5/1/19	29-Apr	29-Apr	Yes	M	
M	Korn Ferry presents Internal Equity Analysis, Market Competitiveness & Recommendations to the Total Rewards Project Team.	Shared	Meeting 5/8/19	6-May	6-May	Yes	M	
M	Korn Ferry presents Internal Equity Analysis, Market Competitiveness & Recommendations to the Commission.	Shared	Meeting with Commission 5/23/19	20-May	20-May	Yes	M	
	Phase 4 - Final report							
	Transmit final report to the City	Hay Group		20-May	20-May	Yes		



