



1. Why did the State's executive branch assess proficiency?

The goal of our recent compensation efforts is to ensure employees at every level move toward market-competitive pay. Agencies leaders worked to accomplish this in several steps:

- 2022 - Implemented a new salary structure
- 2022-23 - Moved employees into the new salary structure, with corresponding pay increases
- 2024 - Adjust employees who are not yet in range.

2. How were market comparisons used to determine market pay?

Job duties were matched based on what other employers pay across various locations, industries, and sizes.

3. What employees were eligible for the EPA program?

- Employees hired or transitioned to a new role before August 16, 2023
- Employees on the primary or secondary pay plans
- Full-time or part-time employees

4. What employees were not eligible for the EPA program?

- Interim, seasonal, and temporary employees
- 120-day appointments
- Employees hired or transitioned to a new role after August 16, 2023
- Employees on specialized pay plans (e.g., Safety, Market 900, Teachers)

5. What is proficiency?

Proficiency is an employee's demonstrated ability to perform the tasks necessary for their job using their current skill set. The different proficiency levels (beginner, fully proficient, and subject matter expert) are a sliding scale of competency when an employee is developing a skill or acquiring knowledge.

6. What was the process for assessing employee proficiency?

Supervisors completed an initial proficiency assessment for each of their direct reports following the set guidelines. Agency leadership and DOHR then validated and approved the proficiency assessments submitted by supervisors.

7. What is the difference between proficiency and performance?

Proficiency is an employee's demonstrated ability to perform the tasks necessary for their job using their current skill set. Performance is an employee's overall execution of set expectations for work outcomes over a specific period of time.



8. How can an employee improve their proficiency?

Going forward, the focus will be on meeting annual performance objectives on employee's Individual Performance Plan (IPP). Employees can develop their skills and knowledge and can accomplish the learning goals of their role. Recognition will occur through the Performance Management program.

9. How were proficiency-based salary adjustments determined?

The goal is to ensure employees at every level move toward market-competitive pay. Salary adjustments were individually determined by an approach that was applied across the enterprise. Consideration was given to an individual's placement within the salary range, proficiency score, and performance rating. Each individual's unique combination of these factors determined pay adjustments. As a result, each pay adjustment is unique to the individual employee.

10. What was the goal for this salary adjustment as a part of the EPA initiative?

The goal was to move employees toward market-competitive pay considering their proficiency and other factors (see the FAQ titled *How were proficiency-based salary adjustments determined?*).

For example, if an employee is at or above "fully proficient," the competitive pay generally begins around 85% of the job's salary range midpoint. This is called a target pay threshold. Employees paid below the targeted pay thresholds, based on their proficiency and other factors, may receive a salary adjustment. Employees who have already reached target pay thresholds may not receive further adjustment.

11. When will eligible employees receive a salary adjustment based on their proficiency level?

- The proficiency-based salary adjustments are effective on January 16, 2024.
- Salary changes may be seen in Edison as early as January 29, 2024. Multiple changes may occur for any individual employee. Final adjustments will be available on February 7, 2024.
- Employees will see the adjustments reflected on their February 15, 2024, paycheck.

12. Do we plan to do another mass proficiency assessment?

No. The current proficiency initiative was a final step to move employees toward market-competitive pay. Going forward, proficiency will be a consideration during hires, promotions, and other job changes to determine where to place employees within a pay range. Routine pay raises will continue through the Pay-for-Performance program.