

Compensation with Intention: Navigating Employee Compensation Principles



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Employee Compensation Request Process

HR Manual Section 1715

- Established in 2023 to streamline requests for compensation or other monetary items to address critical issues in departments.
- Process intends to align with collective bargaining timeframes to ensure compliance with the Dills Act.

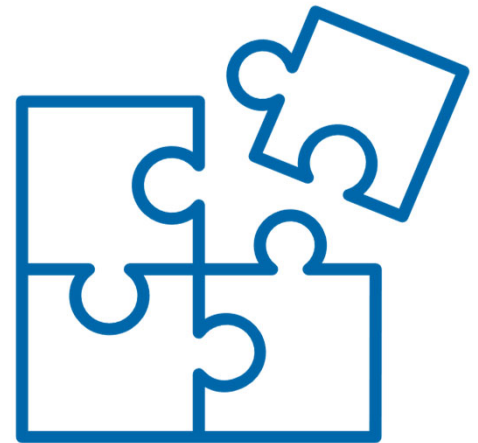
Current Bargaining Timelines

- Due to recent budget shortfalls, all BUs had to renegotiate MOUs.
- Employee Compensation timelines will follow the new expiration dates.

Year	Bargaining Unit	Name
2026	BU 1,3,4,11,14,15,17,20,21	SEIU (9 Units)
2026	BU 7	CSLEA - Law Enforcement
2027	BU 5	CHP Officers
2027	BU 10	CAPS-Scientists
2027	BU 12	IUOE-Craft and Maintenance
2027	BU 8	CalFire - Firefighters
2027	BU 13	IUOE-Stationary Engineer
2027	BU 18	CAPT
2028	BU 2	CASE
2028	BU 6	CCPOA
2028	BU 9	PECG
2028	BU 16	UAPD
2028	BU 19	AFSME

Compensation as an Art and Science

- “The Art” - the narrative or story that explains the problem needing to be addressed with compensation.
- “The Science” - a holistic analysis of data in the context of aligning requests with clear organizational goals, equity, and fiscal reality.



Both pieces are important when considering compensation!

The “Art” of Compensation



Focus is on the qualitative aspects and the narrative building process of the request.



Provides the contextual information to accompany the data or paints the picture that data may not show.



Bridges the gap between the numbers and the human reality of your request.

Drafting a Compelling Narrative

Use

Use a persuasive storytelling technique.

Explain

Don't just state the problem, explain the "why".

Focus

Focus on the human impact, operational need.

Illustrate

Illustrate the consequences of inaction.

Things to Consider

Be mindful of the audience.

Avoid being too vague.

Avoid requesting compensation for *anticipated* problems.



The “Science” of Compensation

Focuses on the objective, quantitative and analytic aspects.



Relies on data, statistics and systematic processes.

Emphasizes equity through measurable standards.

Things to Consider

CalHR compiles data using many data points based on what the department has presented.

Data is used to substantiate the request and identify any statewide impact/need.

CalHR evaluates compensation solutions that may address the issue.

A non-compensation solution may be recommended.

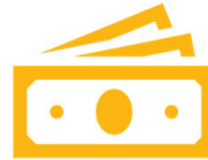
Common Problems Identified



Recruitment



Retention



Pay Equity

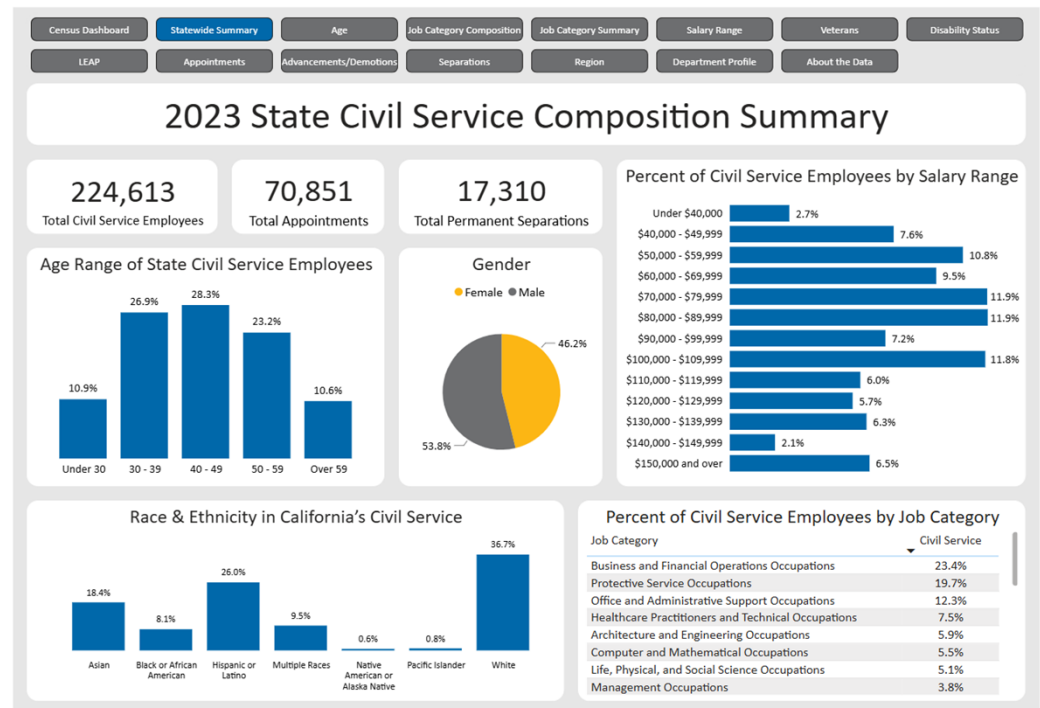


Compaction

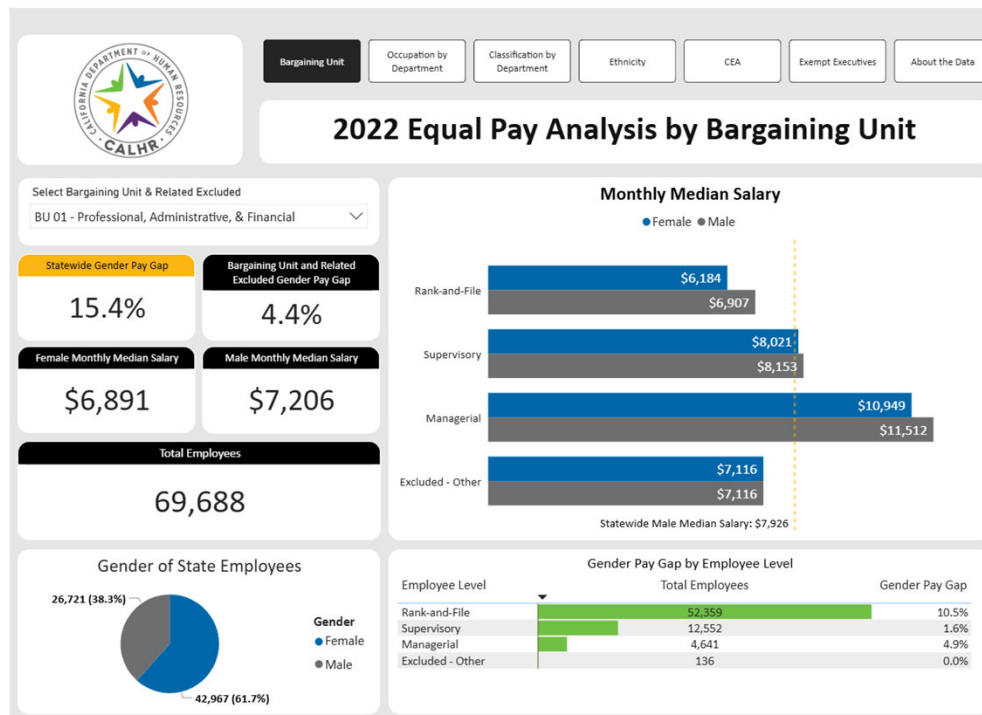
CalHR Reports: Annual Census

Presents demographic representation data across California's state civil service workforce for the calendar year. This data includes:

- Race
- Ethnicity
- Gender
- Disability Status
- Veteran Status
- Age



CalHR Reports: Gender Analysis

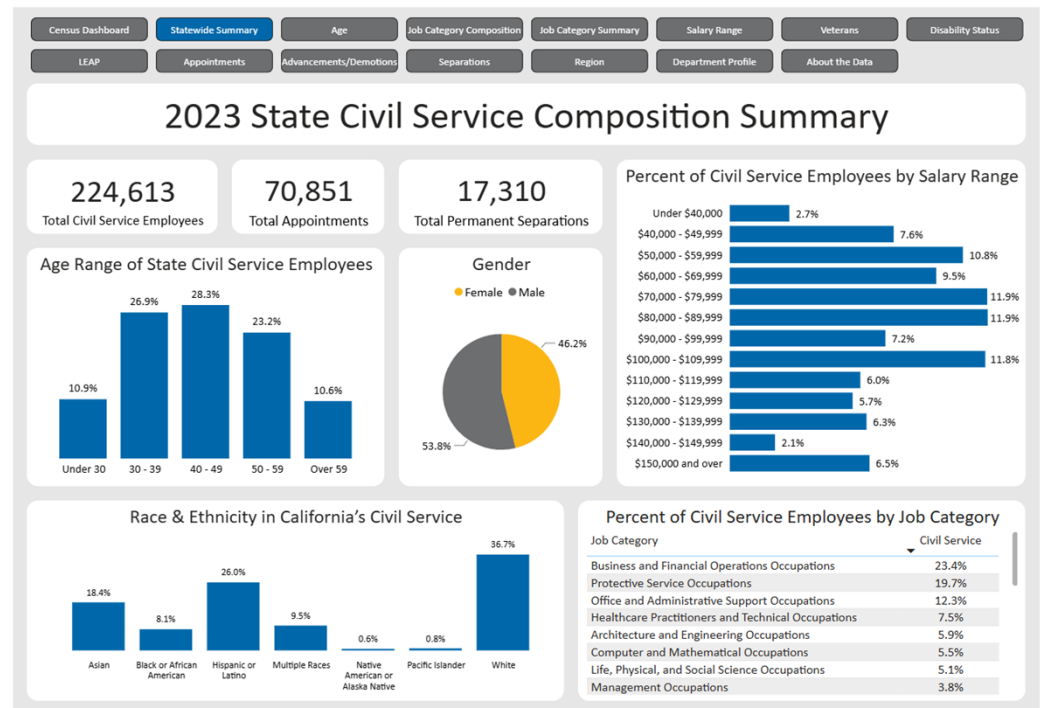


Displays information that can be used to evaluate the State of California's gender pay gap by gender in several ways by:

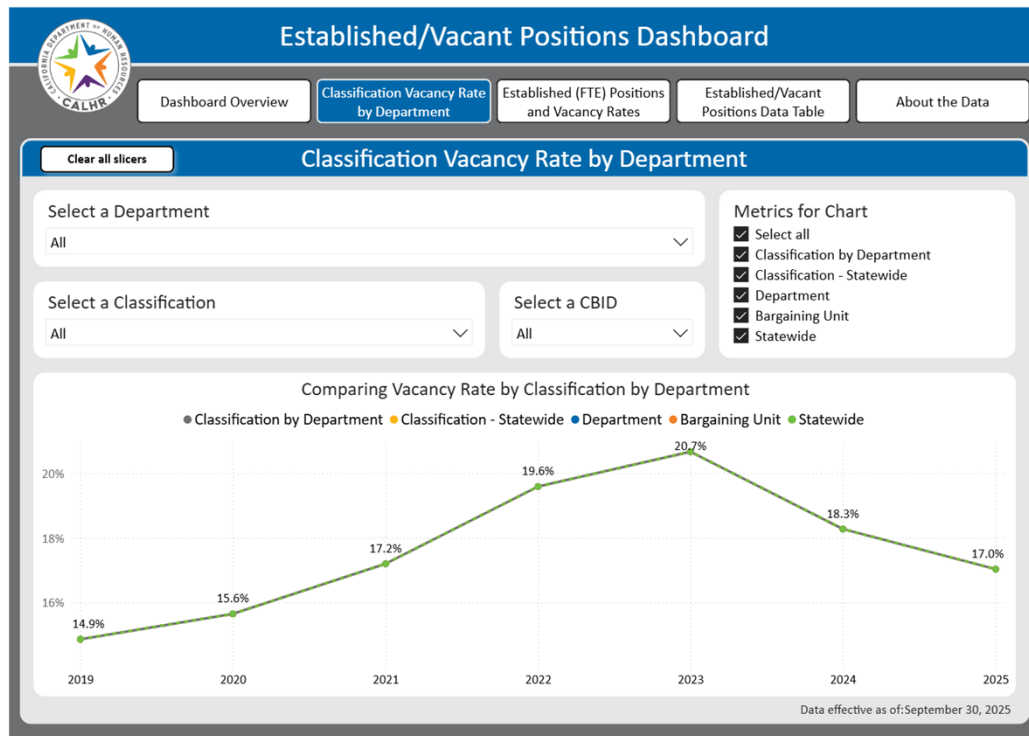
- Bargaining unit
- Occupation
- Classification
- Ethnicity
- Civil service executives
- Exempt executives.

CalHR Reports: Total Compensation

Compares how state workers are compensated, as a group, with other workers in the same occupation by measuring the employer's costs for providing wages and common employee benefits.



HRNet: Vacancy Dashboard



Allows the user to view vacancy data by classification, department, bargaining unit from January 2019 until present.

This data is updated the first week of the month and comes from SCO Position Control.

Putting It All Together



Departments will document the problem and submit it to EmployeeComp@calhr.ca.gov during the applicable bargaining cycle.



CalHR will compile data based on the problem presented and evaluate from a statewide perspective.



Recommendations are relayed to our Labor Relations staff in preparation for bargaining.

Resources

[Employee Compensation Request Process](#)



[HR Manual Section 1715](#)



EmployeeComp@calhr.ca.gov



Questions?

