

AGREEMENT FOR SERVICES OF INDEPENDENT CONTRACTOR

THIS AGREEMENT (hereafter Agreement) is made by and between the County of Santa Barbara, a political subdivision of the State of California (hereafter COUNTY) and Gartner, Inc., with an address at 7676 Hazard Center Drive, Suite 810, San Diego, CA 92108 (hereafter CONTRACTOR) wherein CONTRACTOR agrees to provide and COUNTY agrees to accept the services specified herein.

WHEREAS, COUNTY wishes to retain CONTRACTOR to provide "IT Job Classification, Compensation, and Mapping Study" services, which are identified in Exhibit A;

WHEREAS, CONTRACTOR represents that it is specially trained, skilled, experienced, and competent to perform the special services required by COUNTY and COUNTY desires to retain the services of CONTRACTOR pursuant to the terms, covenants, and conditions herein set forth;

NOW, THEREFORE, in consideration of the mutual covenants and conditions contained herein, the parties agree as follows:

1. **DESIGNATED REPRESENTATIVE**

Maria Elena De Guevara at phone number 805-568-2800 the representative of COUNTY and will administer this Agreement for and on behalf of COUNTY. Pankaj (PJ) Joshi at phone number 201-759-6981 is the authorized representative for CONTRACTOR. Changes in designated representatives shall be made only after advance written notice to the other party.

2. **NOTICES**

Any notice or consent required or permitted to be given under this Agreement shall be given to the respective parties in writing, by personal delivery or facsimile, or with postage prepaid by first class mail, registered or certified mail, or express courier service, as follows:

To COUNTY:
Maria Elena De Guevara
1226 Anacapa Street
Santa Barbara, CA 93101

To CONTRACTOR:
Pankaj (PJ) Joshi
7676 Hazard Center Drive, Suite 810
San Diego, CA 92108

or at such other address or to such other person that the parties may from time to time designate in accordance with this Notices section. If sent by first class mail, notices and consents under this section shall be deemed to be received five (5) days following their deposit in the U.S. mail. This Notices section shall not be construed as meaning that either party agrees to service of process except as required by applicable law.

3. **SCOPE OF SERVICES AND OPTION FOR ADDITIONAL SERVICES**

CONTRACTOR agrees to provide services to COUNTY in accordance with EXHIBIT A attached hereto and incorporated herein by reference.

4. **TERM**

CONTRACTOR shall commence performance of Phase A services as described in Section 3 above on February 20, 2022, and end performance upon completion, but no later than June 30, 2023.

5. **COMPENSATION OF CONTRACTOR**

In full consideration for CONTRACTOR's Phase A services, CONTRACTOR shall be paid for performance of services under this Agreement in accordance with the terms of EXHIBIT B attached hereto and incorporated herein by reference. Billing shall be made by invoice, which shall include the contract number assigned by COUNTY and which is delivered to the address given in Section 2 **NOTICES** above following completion of the increments identified on EXHIBIT B. Unless otherwise specified on EXHIBIT B, payment shall be net thirty (30) days from presentation of invoice.

6. **INDEPENDENT CONTRACTOR**

It is mutually understood and agreed that CONTRACTOR (including any and all of its officers, agents, and employees), shall perform all of its services under this Agreement as an independent contractor as to COUNTY and not as an officer, agent, servant, employee, joint venturer, partner, or associate of COUNTY. Furthermore, COUNTY shall have no right to control, supervise, or direct the manner or method by which CONTRACTOR shall perform its work and function. However, COUNTY shall retain the right to administer this Agreement so as to verify that CONTRACTOR is performing its obligations in accordance with the terms and conditions hereof. CONTRACTOR understands and acknowledges that it shall not be entitled to any of the benefits of a COUNTY employee, including but not limited to vacation, sick leave, administrative leave, health insurance, disability insurance, retirement, unemployment insurance, workers' compensation and protection of tenure. CONTRACTOR shall be solely liable and responsible for providing to, or on behalf of, its employees all legally-required employee benefits. In addition, CONTRACTOR shall be solely responsible and save COUNTY harmless from all matters relating to payment of CONTRACTOR's employees, including compliance with Social Security withholding and all other regulations governing such matters. It is acknowledged that during the term of this Agreement, CONTRACTOR may be providing services to others unrelated to the COUNTY or to this Agreement.

7. **STANDARD OF PERFORMANCE**

CONTRACTOR represents that it has the skills, experience, and licenses/permits necessary to perform the services required under this Agreement. Accordingly, CONTRACTOR shall perform all such services in the manner and according to the standards observed by a competent practitioner of the same profession in which CONTRACTOR is engaged. All products of whatsoever nature, which CONTRACTOR delivers to COUNTY pursuant to this Agreement, shall be prepared in a first class and workmanlike manner and shall conform to the standards of quality normally observed by a person practicing in CONTRACTOR's profession. CONTRACTOR shall correct or revise any errors or omissions, at COUNTY'S request without additional compensation. Permits and/or licenses shall be obtained and maintained by CONTRACTOR without additional compensation.

8. **DEBARMENT AND SUSPENSION**

CONTRACTOR certifies to COUNTY that it and its employees and principals are not debarred, suspended, or otherwise excluded from or ineligible for, participation in federal, state, or county government contracts. CONTRACTOR certifies that it shall not contract with a subcontractor that is so debarred or suspended.

9. **TAXES**

CONTRACTOR shall pay all taxes, levies, duties, and assessments of every nature due in connection with any work under this Agreement and shall make any and all payroll deductions required by law. COUNTY shall not be responsible for paying any taxes on CONTRACTOR's behalf, and should COUNTY be required to do so by state, federal, or local taxing agencies, CONTRACTOR agrees to promptly reimburse COUNTY for the full value of such paid taxes plus

interest and penalty, if any. These taxes shall include, but not be limited to, the following: FICA (Social Security), unemployment insurance contributions, income tax, disability insurance, and workers' compensation insurance.

10. CONFLICT OF INTEREST

CONTRACTOR covenants that CONTRACTOR presently has no employment or interest and shall not acquire any employment or interest, direct or indirect, including any interest in any business, property, or source of income, which would conflict in any manner or degree with the performance of services required to be performed under this Agreement. CONTRACTOR further covenants that in the performance of this Agreement, no person having any such interest shall be employed by CONTRACTOR. CONTRACTOR must promptly disclose to COUNTY, in writing, any potential conflict of interest. COUNTY retains the right to waive a conflict of interest disclosed by CONTRACTOR if COUNTY determines it to be immaterial, and such waiver is only effective if provided by COUNTY to CONTRACTOR in writing.

11. OWNERSHIP OF DOCUMENTS AND INTELLECTUAL PROPERTY

COUNTY shall be the owner of the Deliverable(s) originally created for and submitted to the COUNTY, provided, however, that CONTRACTOR may use, reproduce, display and distribute excerpts and data from the Deliverables, either alone or together with other material, in the ordinary course of CONTRACTOR's business, so long as such excerpts and data do not identify COUNTY by name or contain any of the COUNTY's confidential or proprietary information, and provided further that CONTRACTOR retains all right, title and interest in and to its processes, benchmarking data and data collection tools, assessment models and pertinent methodologies such as Strategic Planning, CONTRACTOR's copyrighted proprietary research and other pre-existing materials and data, such as Data Collection Templates and Survey Tools for Applications and Infrastructure, and benchmark comparisons ("Pre-Existing Intellectual Property"). Nothing contained in this Agreement shall preclude CONTRACTOR from rendering services to others or developing work products that are competitive with, or functionally comparable to, the Services. CONTRACTOR shall not be restricted in its use of ideas, concepts, know-how, data and techniques acquired or learned in the course of performing the Services, provided that CONTRACTOR shall not use or disclose any of COUNTY's confidential information.

Unless otherwise specified in Exhibit A, CONTRACTOR hereby grants to COUNTY for internal purposes only a worldwide, royalty-free, perpetual license to use, reproduce, display, distribute copies of, and prepare derivative works of any CONTRACTOR "Preexisting Intellectual Property" embodied in the Deliverables including all copyright, patent, and other intellectual property and proprietary rights to all data, documents, reports, photos, designs, sound or audiovisual recordings, software code, inventions, technologies, and other materials prepared or provided by CONTRACTOR pursuant to this Agreement. CONTRACTOR agrees to take such actions and execute and deliver such documents as may be needed to validate, protect and confirm the rights and assignments provided hereunder. CONTRACTOR warrants that any Pre-Existing Intellectual Property and Deliverables provided under this Agreement will not infringe upon any intellectual property or proprietary rights of any third party. CONTRACTOR at its own expense shall defend, indemnify, and hold harmless COUNTY against any claim that any Deliverables or Pre-Existing Intellectual Property provided by CONTRACTOR hereunder infringe upon intellectual or other proprietary rights of a third party, and CONTRACTOR shall pay any damages, costs, settlement amounts, and fees (including attorneys' fees) that may be incurred by COUNTY in connection with any such claims. This Ownership of Documents and Intellectual Property provision shall survive expiration or termination of this Agreement.

Upon notification of a claim against COUNTY alleging any Contract Deliverable infringes a copyright, patent or trade secret of any third party, CONTRACTOR will defend such claim at its expense and will pay any costs or damages that may be finally awarded against COUNTY. CONTRACTOR will not indemnify COUNTY however, if the claim of infringement is caused by (1) COUNTY's misuse or modification of the Deliverable; (2) COUNTY's failure to use corrections or enhancements made available by CONTRACTOR; (3) COUNTY's use of the Deliverable in combination with any product or information not owned or developed by CONTRACTOR (4) Information direction, specification or

materials provided by COUNTY. If any Deliverable is, or in CONTRACTOR's opinion is likely to be, held to be infringing, CONTRACTOR shall at its expense and option either: (a) procure the right for COUNTY to continue using it, (b) replace it with a non-infringing equivalent, (c) modify it to make it non-infringing, or (d) direct the return of the Deliverable and refund to COUNTY the fees paid for such Deliverable.

12. NO PUBLICITY OR ENDORSEMENT

CONTRACTOR shall not use COUNTY's name or logo or any variation of such name or logo in any publicity, advertising or promotional materials. CONTRACTOR shall not use COUNTY's name or logo in any manner that would give the appearance that the COUNTY is endorsing CONTRACTOR. CONTRACTOR shall not in any way contract on behalf of or in the name of COUNTY. CONTRACTOR shall not release any informational pamphlets, notices, press releases, research reports, or similar public notices concerning the COUNTY or its projects, without obtaining the prior written approval of COUNTY.

13. COUNTY PROPERTY AND INFORMATION

All of COUNTY's property, documents, and information provided for CONTRACTOR's use in connection with the services shall remain COUNTY's property, and CONTRACTOR shall return any such items whenever requested by COUNTY and whenever required according to the Termination section of this Agreement. CONTRACTOR may use such items only in connection with providing the services. CONTRACTOR shall not disseminate any COUNTY property, documents, or information without COUNTY's prior written consent.

14. RECORDS, AUDIT, AND REVIEW

CONTRACTOR shall keep such business records pursuant to this Agreement as would be kept by a reasonably prudent practitioner of CONTRACTOR's profession and shall maintain such records for at least four (4) years following the termination of this Agreement. All accounting records shall be kept in accordance with generally accepted accounting principles. COUNTY shall have the right to audit and review all such documents and records at any time during CONTRACTOR's regular business hours or upon reasonable notice. In addition, if this Agreement exceeds ten thousand dollars (\$10,000.00), CONTRACTOR shall be subject to the examination and audit of the California State Auditor, at the request of the COUNTY or as part of any audit of the COUNTY, for a period of three (3) years after final payment under the Agreement (Cal. Govt. Code Section 8546.7). CONTRACTOR shall participate in any audits and reviews, whether by COUNTY or the State.

If federal, state or COUNTY audit exceptions are made relating to this Agreement, CONTRACTOR shall reimburse all costs incurred by federal, state, and/or COUNTY governments associated with defending against the audit exceptions or performing any audits or follow-up audits, including but not limited to: audit fees, court costs, attorneys' fees based upon a reasonable hourly amount for attorneys in the community, travel costs, penalty assessments and all other costs of whatever nature. Immediately upon notification from COUNTY, CONTRACTOR shall reimburse the amount of the audit exceptions and any other related costs directly to COUNTY as specified by COUNTY in the notification.

15. INDEMNIFICATION AND INSURANCE

CONTRACTOR agrees to the indemnification and insurance provisions as set forth in EXHIBIT C attached hereto and incorporated herein by reference.

16. NONDISCRIMINATION

COUNTY hereby notifies CONTRACTOR that COUNTY's Unlawful Discrimination Ordinance (Article XIII of Chapter 2 of the Santa Barbara County Code) applies to this Agreement and is incorporated herein by this reference with the same force and effect as if the ordinance were specifically set out herein and CONTRACTOR agrees to comply with said ordinance.

17. NONEXCLUSIVE AGREEMENT

CONTRACTOR understands that this is not an exclusive Agreement and that COUNTY shall have the right to negotiate with and enter into contracts with others providing the same or similar services as those provided by CONTRACTOR as the COUNTY desires.

18. NON-ASSIGNMENT

CONTRACTOR shall not assign, transfer or subcontract this Agreement or any of its rights or obligations under this Agreement without the prior written consent of COUNTY and any attempt to so assign, subcontract or transfer without such consent shall be void and without legal effect and shall constitute grounds for termination.

19. TERMINATION

A. By COUNTY. COUNTY may, by written notice to CONTRACTOR, terminate this Agreement in whole or in part at any time, whether for COUNTY's convenience, for nonappropriation of funds, or because of the failure of CONTRACTOR to fulfill the obligations herein.

1. **For Convenience.** COUNTY may terminate this Agreement in whole or in part upon thirty (30) days written notice. During the thirty (30) day period, CONTRACTOR shall, as directed by COUNTY, wind down and cease its services as quickly and efficiently as reasonably possible, without performing unnecessary services or activities and by minimizing negative effects on COUNTY from such winding down and cessation of services.
2. **For Nonappropriation of Funds.** Notwithstanding any other provision of this Agreement, in the event that no funds or insufficient funds are appropriated or budgeted by federal, state or COUNTY governments, or funds are not otherwise available for payments in the fiscal year(s) covered by the term of this Agreement, then COUNTY will notify CONTRACTOR of such occurrence and COUNTY may terminate or suspend this Agreement in whole or in part, with or without a prior notice period. Subsequent to termination of this Agreement under this provision, COUNTY shall have no obligation to make payments with regard to the remainder of the term.
3. **For Cause.** Should CONTRACTOR default in the performance of this Agreement or materially breach any of its provisions, COUNTY may, at COUNTY's sole option, upon thirty (30) days advance written notice and opportunity to cure, terminate or suspend this Agreement in whole or in part by written notice. Upon receipt of notice of termination, CONTRACTOR shall immediately discontinue all services affected (unless the notice directs otherwise) and notify COUNTY as to the status of its performance. The date of termination shall be the date the notice is received by CONTRACTOR, unless the notice directs otherwise.

B. By CONTRACTOR. Should COUNTY fail to pay CONTRACTOR all or any part of the payment set forth in EXHIBIT B, CONTRACTOR may, at CONTRACTOR's option terminate this Agreement if such failure is not remedied by COUNTY within thirty (30) days of written notice to COUNTY of such late payment.

C. Upon termination, CONTRACTOR shall deliver to COUNTY all data, estimates, graphs, summaries, reports, and all other property, records, documents or papers as may have been accumulated or produced by CONTRACTOR in performing this Agreement, whether completed or in process, except such items as COUNTY may, by written permission, permit CONTRACTOR to retain. Notwithstanding any other payment provision of this Agreement, COUNTY shall pay CONTRACTOR for satisfactory services performed to the date of termination to include a prorated amount of compensation due hereunder less payments, if any, previously made. In no event shall CONTRACTOR be paid an amount in excess of the full price under this

Agreement nor for profit on unperformed portions of service. CONTRACTOR shall furnish to COUNTY such financial information as in the judgment of COUNTY is necessary to determine the reasonable value of the services rendered by CONTRACTOR. In the event of a dispute as to the reasonable value of the services rendered by CONTRACTOR, the decision of COUNTY shall be final. The foregoing is cumulative and shall not affect any right or remedy which COUNTY may have in law or equity.

20. SECTION HEADINGS

The headings of the several sections, and any Table of Contents appended hereto, shall be solely for convenience of reference and shall not affect the meaning, construction or effect hereof.

21. SEVERABILITY

If any one or more of the provisions contained herein shall for any reason be held to be invalid, illegal or unenforceable in any respect, then such provision or provisions shall be deemed severable from the remaining provisions hereof, and such invalidity, illegality or unenforceability shall not affect any other provision hereof, and this Agreement shall be construed as if such invalid, illegal or unenforceable provision had never been contained herein.

22. REMEDIES NOT EXCLUSIVE

No remedy herein conferred upon or reserved to COUNTY is intended to be exclusive of any other remedy or remedies, and each and every such remedy, to the extent permitted by law, shall be cumulative and in addition to any other remedy given hereunder or now or hereafter existing at law or in equity or otherwise.

23.

Reserved.

24. NO WAIVER OF DEFAULT

No delay or omission of COUNTY to exercise any right or power arising upon the occurrence of any event of default shall impair any such right or power or shall be construed to be a waiver of any such default or an acquiescence therein; and every power and remedy given by this Agreement to COUNTY shall be exercised from time to time and as often as may be deemed expedient in the sole discretion of COUNTY.

25. ENTIRE AGREEMENT AND AMENDMENT

In conjunction with the matters considered herein, this Agreement contains the entire understanding and agreement of the parties and there have been no promises, representations, agreements, warranties or undertakings by any of the parties, either oral or written, of any character or nature hereafter binding except as set forth herein. This Agreement may be altered, amended or modified only by an instrument in writing, executed by the parties to this Agreement and by no other means. Each party waives their future right to claim, contest or assert that this Agreement was modified, canceled, superseded, or changed by any oral agreements, course of conduct, waiver or estoppel.

26. SUCCESSORS AND ASSIGNS

All representations, covenants and warranties set forth in this Agreement, by or on behalf of, or for the benefit of any or all of the parties hereto, shall be binding upon and inure to the benefit of such party, its successors and assigns.

27. COMPLIANCE WITH LAW

CONTRACTOR shall, at its sole cost and expense, comply with all County, State and Federal ordinances and statutes now in force or which may hereafter be in force with regard to this Agreement. The judgment of any court of competent jurisdiction, or the admission of CONTRACTOR in any action or proceeding against CONTRACTOR, whether

COUNTY is a party thereto or not, that CONTRACTOR has violated any such ordinance or statute, shall be conclusive of that fact as between CONTRACTOR and COUNTY.

28. CALIFORNIA LAW AND JURISDICTION

This Agreement shall be governed by the laws of the State of California. Any litigation regarding this Agreement or its contents shall be filed in the County of Santa Barbara, if in state court, or in the federal district court nearest to Santa Barbara County, if in federal court.

29. EXECUTION OF COUNTERPARTS

This Agreement may be executed in any number of counterparts and each of such counterparts shall for all purposes be deemed to be an original; and all such counterparts, or as many of them as the parties shall preserve undestroyed, shall together constitute one and the same instrument.

30. AUTHORITY

All signatories and parties to this Agreement warrant and represent that they have the power and authority to enter into this Agreement in the names, titles and capacities herein stated and on behalf of any entities, persons, or firms represented or purported to be represented by such entity(ies), person(s), or firm(s) and that all formal requirements necessary or required by any state and/or federal law in order to enter into this Agreement have been fully complied with. Furthermore, by entering into this Agreement, CONTRACTOR hereby warrants that it shall not have breached the terms or conditions of any other contract or agreement to which CONTRACTOR is obligated, which breach would have a material effect hereon.

31. SURVIVAL

All provisions of this Agreement which by their nature are intended to survive the termination or expiration of this Agreement shall survive such termination or expiration.

32. PRECEDENCE

In the event of conflict between the provisions contained in the numbered sections of this Agreement and the provisions contained in the Exhibits, the provisions of the Exhibits shall prevail over those in the numbered sections.

IN WITNESS WHEREOF, the parties have executed this Agreement to be effective on the date executed by COUNTY.

COUNTY

By: _____

JOAN HARTMANN, CHAIR
BOARD OF SUPERVISORS

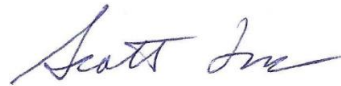
Dated: _____

ATTEST:

MONA MIYASATO,
COUNTY EXECUTIVE OFFICER
CLERK OF THE BOARD

CONSULTANT:

Gartner, Inc.



By: _____

Deputy

By: _____

Authorized Representative

Name: Scott Lyon

Title: Director Legal Affairs

Address: 1201 Wilson Blvd. 17th Floor,

City/State/Zip: Arlington, Virginia 22209

APPROVED AS TO FORM:

RACHEL VAN MULLEM
COUNTY COUNSEL

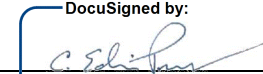


By: _____

Deputy County Counsel

APPROVED AS TO ACCOUNTING FORM:

BETSY SCHAFFER, CPA, CPFO
AUDITOR-CONTROLLER

DocuSigned by:


By: _____

Deputy

APPROVED AS TO FORM:

RAY AROMATORIO, ARM, AIC
RISK MANAGER

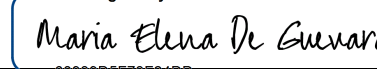
DocuSigned by:


By: _____

Risk Manager

RECOMMENDED FOR APPROVAL:

MARIA ELENA DE GUEVARA, DIRECTOR
HUMAN RESOURCES DEPARTMENT

DocuSigned by:


By: _____

Department Head

END OF AGREEMENT

EXHIBIT A

SCOPE OF SERVICES

Gartner shall be the individual(s) personally responsible for providing all services hereunder. CONTACTOR may not substitute other persons without the prior written approval of COUNTY's designated representative. The services described in this Statement of Work are designated IT Job Classification, Compensation, and Mapping Study. CONTACTOR shall perform the services designated IT Job Classification, Compensation, and Mapping Study.

Suspension for Convenience. COUNTY may, without cause, order CONTRACTOR in writing to suspend, delay, or interrupt the services under this Agreement in whole or in part for up to 365 days. COUNTY shall incur no liability for suspension under this provision and suspension shall not constitute a breach of this Agreement.

Scope of Services

IT Job Classification, Compensation & Mapping

Prepared for: County of Santa Barbara
Updated: November 5, 2021

Engagement Number: 330074480



Contents

- 1** Executive Summary
- 2** Gartner's Point of View
- 3** Engagement Approach & Timeline
- 4** Detailed Statement of Work
- 5** Gartner as a Strategic Partner
- 6** Assumptions, Risks & Terms and Fees
- 7** Appendix (Team Bios, Client References, Case Studies, Additional Detail)



Executive Summary of Proposal

Santa Barbara County (County) is embarking on a two-part organizational transformation. The first part is to establish a Hybrid IT Operating Model that can serve as a shared service and solution center to the County departments that it will support. As part of that Hybrid IT Operating Model, the County plans to identify and implement a set of target state job families and supporting jobs. To remain competitive within an everchanging market, the County is seeking to further understand their current compensation as it compares to the environment, local counties and public / private agencies and to make informed decisions related to job base pay that can attract and retain great talent.

Based on our experience helping clients define competitive compensation ranges for jobs aligned to their target IT operating model and to meet the County's specific requirements, Gartner recommends the following two-step approach:

Step 1: IT Classification & Compensation Study – Conduct a comparative analysis of a subset of the target state job series within the final job architecture (for new jobs identified during the Hybrid IT Model Study) to identify areas for improvement related to base pay.

Step 2: Final Role Mapping & Project Close Out – Conduct a role (e.g., job) mapping of future state jobs to the future state organizational structure, job architecture and compensation ranges to ensure the County is prepared to begin implementation at project close.

***Note:** Given the interdependencies between the Hybrid IT Model and IT Job Classifications, Compensation and Mapping Studies, tight coordination between the two efforts is important for maintaining strategic alignment. Gartner's best practice organizational transformation framework, that is core to these studies, will maximize efficiencies and ensure County is well equipped to support their IT operating model.*

Additionally, this IT Classification & Compensation Study will serve as a separate scope of services from the Optional Phase B laid out in the Hybrid IT Operating Model. This Compensation Study will identify the compensation gaps, if any, between current state and target market aligned compensation ranges and should be added by SBC to the implementation budget in Phase B, should the County decide to exercise.

Gartner has addressed the County's role related requirements throughout both the Hybrid IT Model and the IT Job Classification proposals using our simplified best practice approach

Scope of Work Requirements	Proposal(s)	Page Number
Identify the current roles performing in scope IT services / work	Hybrid IT Model – Step 1 & Step 4	27 & 30
Identify talent gaps by undertaking a rapid talent assessment across existing capabilities	Hybrid IT Model – Step 3	29
Develop recommended list of roles that report into the future state ITD	Hybrid IT Model – Step 4	30
Validate existing proposed job families for future state ITD	Hybrid IT Model – Step 4	30
Using existing IT role classification and job family or leveling guidance, and map existing roles to suggested future state role titles, job families, and levels	Hybrid IT Model – Step 4	30
Create role profiles for new roles required.	Hybrid IT Model – Step 4	30
Review proposed IT job families and the levels within each family.	Hybrid IT Model – Step 1 & Step 4	27 & 30
Identify any gaps in the job families and recommend families and / or classifications based on current IT trends and anticipated future needs and correlate that with the Phase I of the Hybrid IT Department.	Hybrid IT Model – Step 4	30
Develop complete class specifications for all classifications within each proposed job family.	Job Classification – Step 1	20
Using updated job specifications, perform a compensation study limited to base pay using the 7 comparator counties listed in the Scope of Work.	Job Classification – Step 1	20
Using updated job specifications, perform a compensation study limited to base pay using the public and private agencies listed in the Scope of Work.	Job Classification – Step 1	20
Make recommendations to the County regarding pay ranges for the new IT families and classifications.	Job Classification – Step 1	20
Survey existing IT staff to understand the tasks they perform in order to make a determination and recommendation on where the employee would fit within the new family and level within that family.	Hybrid IT Model – Step 1 & Step 4	27 & 30
Survey existing staff managers to verify alignment between employee and manager on the tasks the employee performs.	Hybrid IT Model – Step 4	30
Map all existing IT staff to the new structure(s).	Job Classification – Step 2	21

Overview of Job Classification, Compensation & Mapping

Approach

IT Classification & Compensation Study

- Understand current **compensation strategy** based on interviews.
- Review target state **job classifications and specifications**.
- Align high-level job grade specifications for **compensation mapping**.
- Conduct **base pay mapping analysis of up to 15** target state County job series to external compensation databases.
- Perform a **compensation comparative analysis**.
- Provide **recommendations** to salary structure.

Final Role Mapping & Project Close Out

- Leverage manager reviewed mapping exercise from the Hybrid IT Model to **verify job alignment**.
- Conduct **final job mapping** of existing IT jobs to the final target state job family, job series, progression level and applicable compensation range.
- Gather final deliverables and package for County and **conduct Executive Briefing**.

Benefits

- Define and communicate **compensation as a key element of the competitive employee value proposition** for attracting and retaining talent.
- Guide employees to **focus on enhancing individual, team and overall business performance**.
- Clearly **differentiate pay** across low, middle and top performing employees.
- Compensation ranges **aligned to key job responsibilities indicative of work**.
- Flexible compensation ranges **aligned with market value** that allow for non-traditional organizational moves and teams to **grow skills, competencies and expertise**.
- **Remain competitive** in building the desired IT workforce.

Scope

People (Organization)

- County IT Organization

Process (Business and/or IT)

- All IT jobs are in scope for classification and specification analysis.
- Up to 15 job series from the target state job architecture are in scope and up to 3 levels to be compared against similar compensation across 7 counties and up to 2 private / public agencies. *Additional job series may be added to the compensation study with a change in scope.*

Geography

- All County locations with IT staff are in scope
- All work will be conducted remotely

Key Deliverables

- Kickoff Materials/ Presentation
- Project Schedule
- Compensation Analysis Report (up to 15 target state job series)
- Role & Compensation Mapping
- Executive Briefing Package

IT talent challenges and gaps are widening as the move to digital accelerates – most organizations can't keep up

Key Challenges faced by all Organizations



Upskilling current staff to deliver digital business ambition & commitments



Attracting new talent and retaining existing talent to meet emerging needs

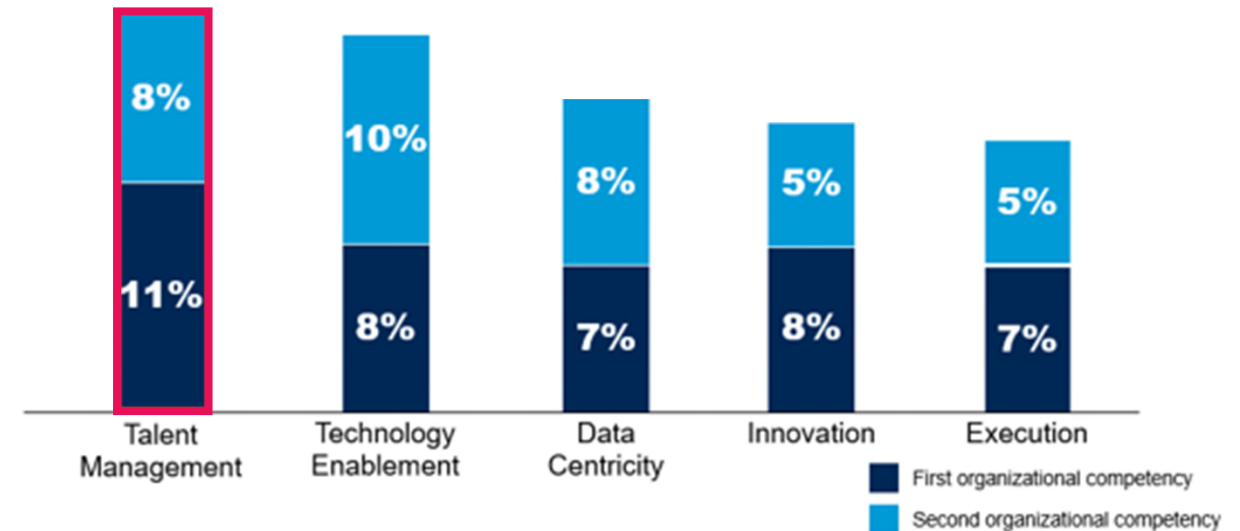


Transforming work culture to adopt collaborative and agile ways of working



Accelerating meaningful change with AI, analytics, and Cloud

Gartner Research: Talent Management is rated as the top organizational competency needed to deliver on business strategy



CIOs must rethink how they “future-proof” the workforce through a holistic and integrated strategy

Digital Talent Management Framework



1 Recruit

- Jobs and Talent Profiles
- Employer Branding
- Selection
- Onboarding

2 Renew

- Skills and Competencies Development
- Career Planning
- Succession Planning and Management

3 Retain

- Employee Engagement
- Employee Experience
- Total Rewards

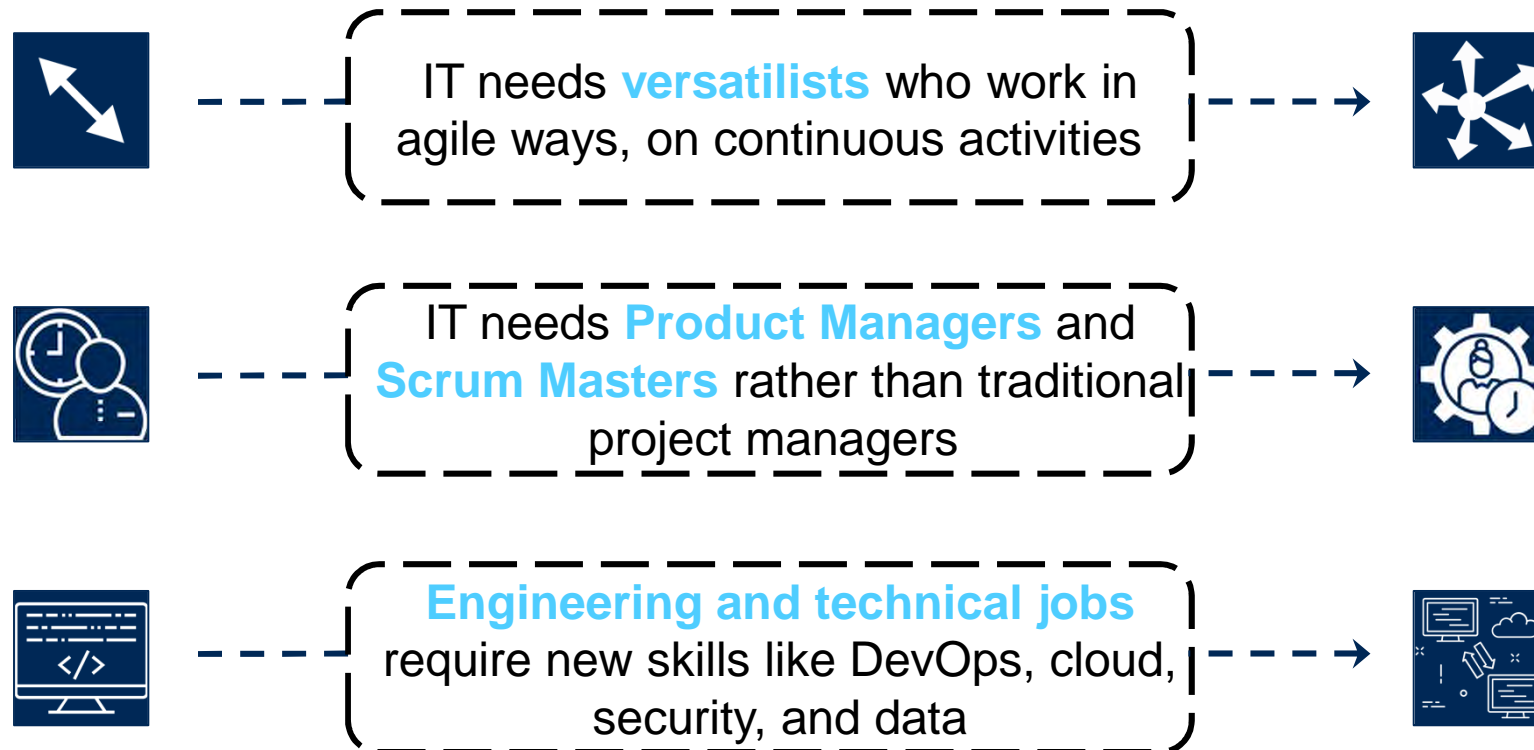
4 Release

- Transitions Planning
- Offboarding
- Alumni Relations

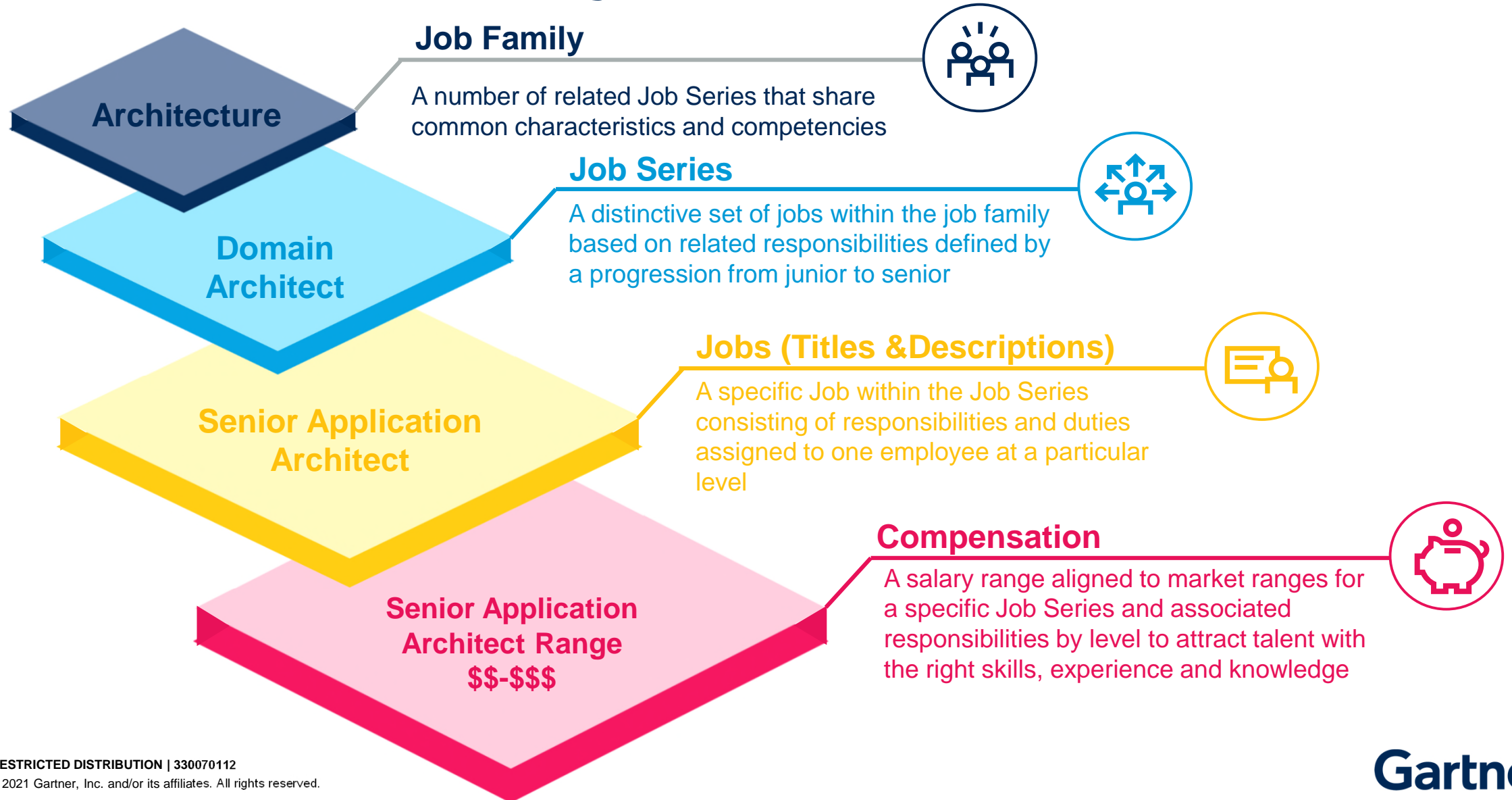
Attracting and retaining top talent requires looking at the entire talent management lifecycle including jobs, compensation and total rewards.

Santa Barbara County is primarily focused on jobs/talent, organizational transformation and compensation

IT organizations on the path to digital quickly realize that existing jobs & skills do not optimally support new ways of working



Gartner's job architecture and compensation best practice framework includes four layers



When it comes to digital talent, IT organizations must revitalize compensation practices to compete competitively

64% of organizations have a management initiative or program to make their business more digital

About 43% expect a high degree of change in the capabilities of their business model (for example, information technology and people).

36%



64%

- Compensation is a **key element of a competitive employment value proposition** for attracting and retaining talent. CIOs must evaluate if the IT compensation strategy and practices support the talent needs of digital business.
- With more enterprises scaling digital and accelerating business transformation, the **competition continues to intensify for talent with scarce digital skills, competencies and experience.**
- The lack of a competitive compensation package is a **major cause of dissatisfaction** to candidates, and frequently **contributes to the turnover of critical talent and high performers.**

The heightened competition in the market has led to the need for IT organizations to apply a “paying the person” principal to its compensation structure

- Grade classifications determine employee salaries based off **whole-job comparisons and narrowly defined ranges**.
- Salary structure supports traditional job-based approach gravitated towards **centralized, hierarchical, command-and-control models**.
- Simplifies ensuring **internal equity** across salary levels in different job families.



- Organizations transition to a **networked** environment, where employees frequently change roles, move across organizational boundaries and work in **multidisciplinary teams** – with a compensation structure that allows **versatility**.
- Pay-the-person aligns compensation strategy to **maximizing employee skills and knowledge** development and motivating, recognizing and rewarding **employee capabilities rather than tasks**.
- Pay-the-person involves use of career paths to **align advancement and mastery of competencies to progression in individual pay**.



Section 3

1 Executive Summary

2 Gartner's Point of View

3 Engagement Approach & Timeline

4 Detailed Statement of Work

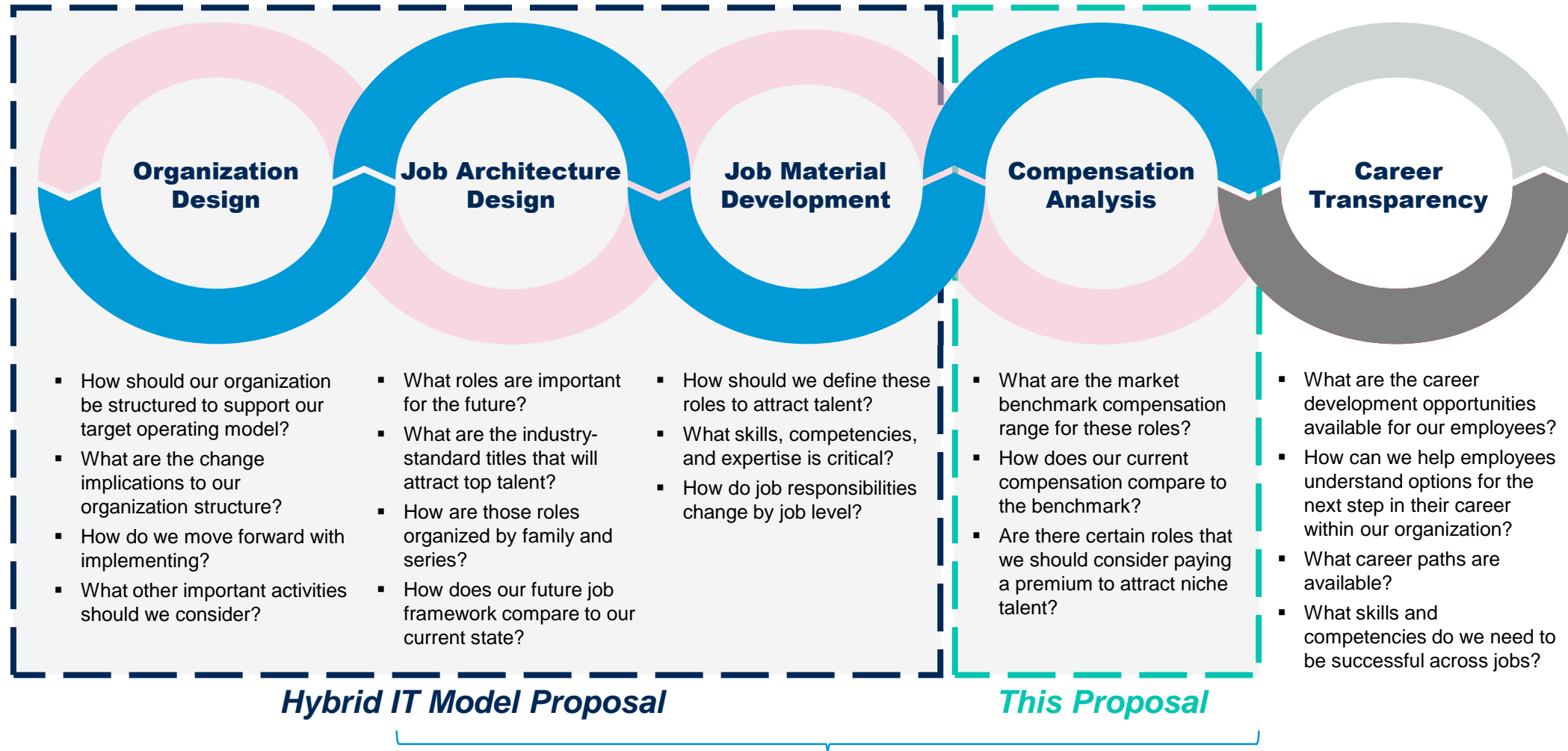
5 Gartner as a Strategic Partner

6 Fees, Assumptions, Risks & Terms

7 Appendix (Team Bio's, Client References, Case Studies, Additional Detail)



Gartner's best practice approach answers questions related to talent & organizational transformation – of which compensation is a critical component



- How should our organization be structured to support our target operating model?
- What are the change implications to our organization structure?
- How do we move forward with implementing?
- What other important activities should we consider?

- What roles are important for the future?
- What are the industry-standard titles that will attract top talent?
- How are those roles organized by family and series?
- How does our future job framework compare to our current state?

- How should we define these roles to attract talent?
- What skills, competencies, and expertise is critical?
- How do job responsibilities change by job level?

- What are the market benchmark compensation range for these roles?
- How does our current compensation compare to the benchmark?
- Are there certain roles that we should consider paying a premium to attract niche talent?

- What are the career development opportunities available for our employees?
- How can we help employees understand options for the next step in their career within our organization?
- What career paths are available?
- What skills and competencies do we need to be successful across jobs?

Hybrid IT Model Proposal

This Proposal

Job Architecture, Materials and Compensation are highly interdependent

The following best practice nomenclature is used throughout this proposal approach

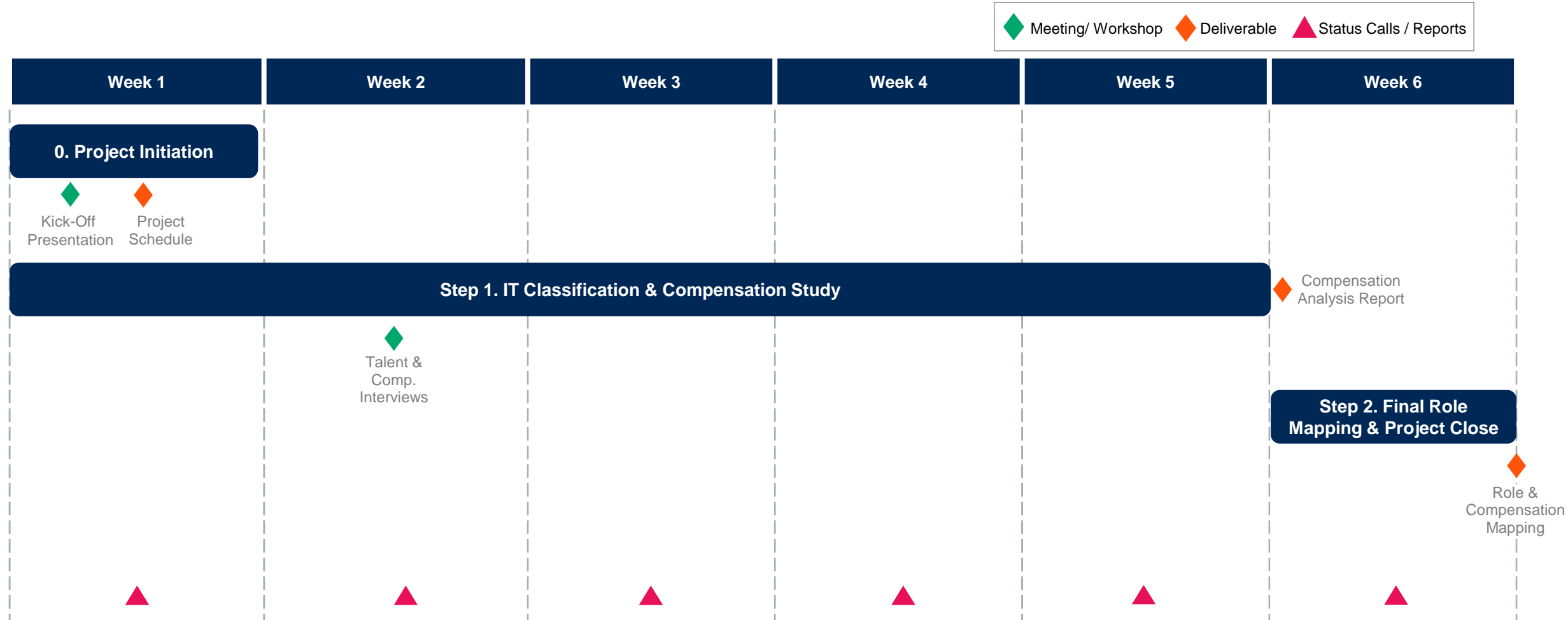
Term	Definition	Example	How this maps to County's Scope of Work terminology
Job Family	A number of related Job Series that share common characteristics and competencies.	Engineer	Job Family
Job Responsibilities	A set of clearly defined activities that fall within the purview of a job family and are developed by progression level.	Design and Build/Develop Solutions & Systems	Class Specification
Job Series	A distinctive set of jobs within the job family based on related responsibilities defined by a progression from junior to senior.	Software Engineer	Classification
Jobs	A specific Job within the Job Series consisting of responsibilities and duties assigned to one employee at a particular level.	Senior Software Engineer	Roles / Role Titles
Progression	The process of advancement from one level of a job to a higher level in the same or different job.	Software Engineer Senior Software Engineer Principal Software Engineer	Job Levels
Job Description	A document that defines the high-level responsibilities, skills and requirements of a job at a specific progression.	Detailed description of a Senior Software Engineer for recruiting purposes	Role Profiles
Job Grade	A specified value assigned to a job within the compensation structure that defines the pay the job incumbent may receive.	A (Executive Level) – F (Junior Level)	Job Classifications
Compensation	A salary range aligned to market ranges for a specific Job Series and associated responsibilities by level to attract talent with the right skills, experience and knowledge	Senior Software Engineer Salary Range \$78,000 - \$112,000	Compensation

Overview of Engagement Approach

IT Job Classification, Compensation and Mapping

0. Project Initiation	1. IT Classification & Compensation Study	2. Final Role Mapping & Project Close Out
<ul style="list-style-type: none"> ▪ Identify existing documentation and data sources including current salary ranges for current jobs, grade classifications, compensation strategy, etc. ▪ Identify key participants, Core Team members, and required interactions from County and other stakeholders including the County Talent and Compensation Team. ▪ Conduct Kickoff to validate project goals, objectives, and approach and establish weekly status calls. ▪ Identify prioritized target state job series for compensation analysis. 	<ul style="list-style-type: none"> ▪ Conduct up to 3 talent and compensation leadership interviews to determine strategy, guiding principles and restrictions for consideration. ▪ Review current job grade classifications and specifications for all County ITD jobs and progression levels. ▪ Leverage the Target State Job Architecture developed in the Hybrid IT Model engagement to align high-level job grade specifications for all target state job series within the final target state job families for compensation mapping. ▪ Conduct base pay mapping analysis of up to 15 target state County job series utilizing updated job responsibilities / specifications to external compensation databases (e.g., Mercer, Radford or other external comp. data sources). ▪ Perform a compensation comparative analysis between County and comparator counties & agencies listed in the scope of work. ▪ Provide recommendations to adjust County salary structure based on best practices and the market environment to offer competitive compensation to new hires. ▪ Conduct compensation validation & feedback session. 	<ul style="list-style-type: none"> ▪ Leverage manager reviewed mapping exercise from the Hybrid IT Model to verify alignment of jobs. ▪ Conduct final job mapping of existing IT jobs to the final target state job family, job series, progression level and applicable compensation range. <ul style="list-style-type: none"> ▪ <i>Note: This final mapping is not meant to be “names in boxes” but an alignment of current jobs to the target state jobs and accurate compensation ranges based on the scope and complexity of the job work.</i> ▪ Gather final deliverables and package for County and conduct Executive Briefing.
<p>Deliverables:</p> <ul style="list-style-type: none"> ▪ Kickoff Materials/Presentation ▪ Project Schedule 	<p>Deliverables:</p> <ul style="list-style-type: none"> ▪ Compensation Analysis Report (up to 15 target state job series) 	<p>Deliverables:</p> <ul style="list-style-type: none"> ▪ Role & Compensation Mapping ▪ Executive Briefing Package

Gartner estimates approximately 6 weeks to complete the IT Job Classification, Compensation & Mapping Study



Summary of Deliverables

Step	Deliverables	Duration
Project Initiation	<ul style="list-style-type: none">Kickoff Materials/PresentationProject Schedule	>1 Week
Step 1: IT Classification and Compensation Study	<ul style="list-style-type: none">Compensation Analysis Report (up to 15 target state job series)	5 Weeks
Step 2: Final Role Mapping and Project Close	<ul style="list-style-type: none">Role & Compensation MappingExecutive Briefing Package	1 Week

Section 4

1 Executive Summary

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7 Appendix (Team Bios, Client References, Case Studies, Additional Detail)



Step 0: Project Initiation

Objective

- Work closely with County to set the foundation for a successful engagement that is delivered on time, within budget and meets County's business objectives.

Activities Performed by Gartner

- Identify existing documentation and data sources including current salary ranges for current jobs, grade classifications, compensation strategy, etc.
- Identify key participants, Core Team members, and required interactions from County and other stakeholders including the County Talent and Compensation Team.
- Conduct Kickoff to validate project goals, objectives, and approach and establish weekly status calls.
- Identify prioritized target state job series for compensation analysis.

County's Responsibilities

- Ensure attendance at kickoff meeting by Project Sponsor, Project Manager and other key stakeholders, as determined prior to kickoff.
- Provide all compensation, grade classification, and other applicable documentation for review at the beginning of the engagement.
- Facilitate set-up of regular touch points with County stakeholders.
- Support scheduling of interviews and presentations with appropriate County stakeholders and project team.

Deliverables

- Kickoff Materials/ Presentation
- Project Schedule (Gantt)

Time Frame

- Week 1

Assumptions

- Preplanning will take place and initial documentation will be provided prior to project kickoff.
- In the event Gartner is awarded only the IT Job Classification, Gartner will transition step 4 of the Hybrid IT Model to step 0 in this Job Classification approach. Change in scope may be required to ensure we have the information needed for the compensation analysis and mapping tasks.

Step 1: IT Classification & Compensation Study

Objective

- Determine recommended base pay compensation ranges for target state jobs within the target job architecture framework that align to market and IT trends and meet new hire and current employee expectations.

Activities Performed by Gartner

- Conduct up to 3 talent and compensation leadership interviews to determine strategy, guiding principles and restrictions for consideration.
- Review current job grade classifications and specifications for all County ITD jobs and progression levels.
- Leverage the Target State Job Architecture developed in the Hybrid IT Model engagement to align high-level job grade specifications for all target state job series within the final target state job families for compensation mapping.
- Conduct base pay mapping analysis of up to 15 target state County job series utilizing updated job responsibilities / specifications to external compensation databases (e.g., Mercer, Radford or other external comp. data sources).
- Perform a compensation comparative analysis between County and comparator counties & agencies listed in the scope of work.
- Provide recommendations to adjust County salary structure based on best practices and the market environment to offer competitive compensation to new hires.
- Conduct compensation validation & feedback session.

County's Responsibilities

- Schedule and participate in interviews and presentations.
- Review, provide feedback, and approve deliverables.
- Provide appropriate documentation as it is identified.
- Provide appropriate compensation documentation related to all current jobs.

Deliverables

- Compensation Analysis Report (up to 15 target state job series)

Time Frame

- Weeks 1 – 5

Assumptions

- Interviews are limited to up to 3 and should involve Talent and Compensation leadership.
- Job classification specifications will be informed by the job guides developed in the Hybrid IT Model work.
- The compensation study scope is limited to the target state job series identified in the Hybrid IT model engagement for up to 15 job series.
- The compensation study is based on one data source focused on the 7 identified comparator counties and up to 2 agencies. Additional data sources and comparisons will require a change in scope.
- Any target state jobs that were not defined in the Job Architecture Framework are excluded, and any additional jobs will require a change in scope.
- Additional job series can be included in the compensation analysis and will require a change in scope.

Step 2: Final Role Mapping & Project Close Out

Objective

- Map all current state jobs to the target state job architecture families, series and level, as well as compensation range.
- Produce and present final report and brief management on the results.

Activities Performed by Gartner

- Leverage manager reviewed mapping exercise from the Hybrid IT Model to verify alignment of jobs.
- Conduct final job mapping of existing IT jobs to the final target state job family, job series, progression level and applicable compensation range.
 - *Note: This final mapping is not meant to be “names in boxes” but an alignment of current jobs to the target state jobs and accurate compensation ranges based on the scope and complexity of the job work.*
- Gather final deliverables and package for County and conduct Executive Briefing.

County’s Responsibilities

- Ensure attendance at meetings by Project Sponsors, as required.
- Ensure participation by management to review and provide feedback where applicable for job mapping to target job families, series, progression level and compensation grade classification.
- Review, provide feedback, and approve deliverables.

Deliverables

- Role & Compensation Mapping
- Executive Briefing Package

Time Frame

- Week 6

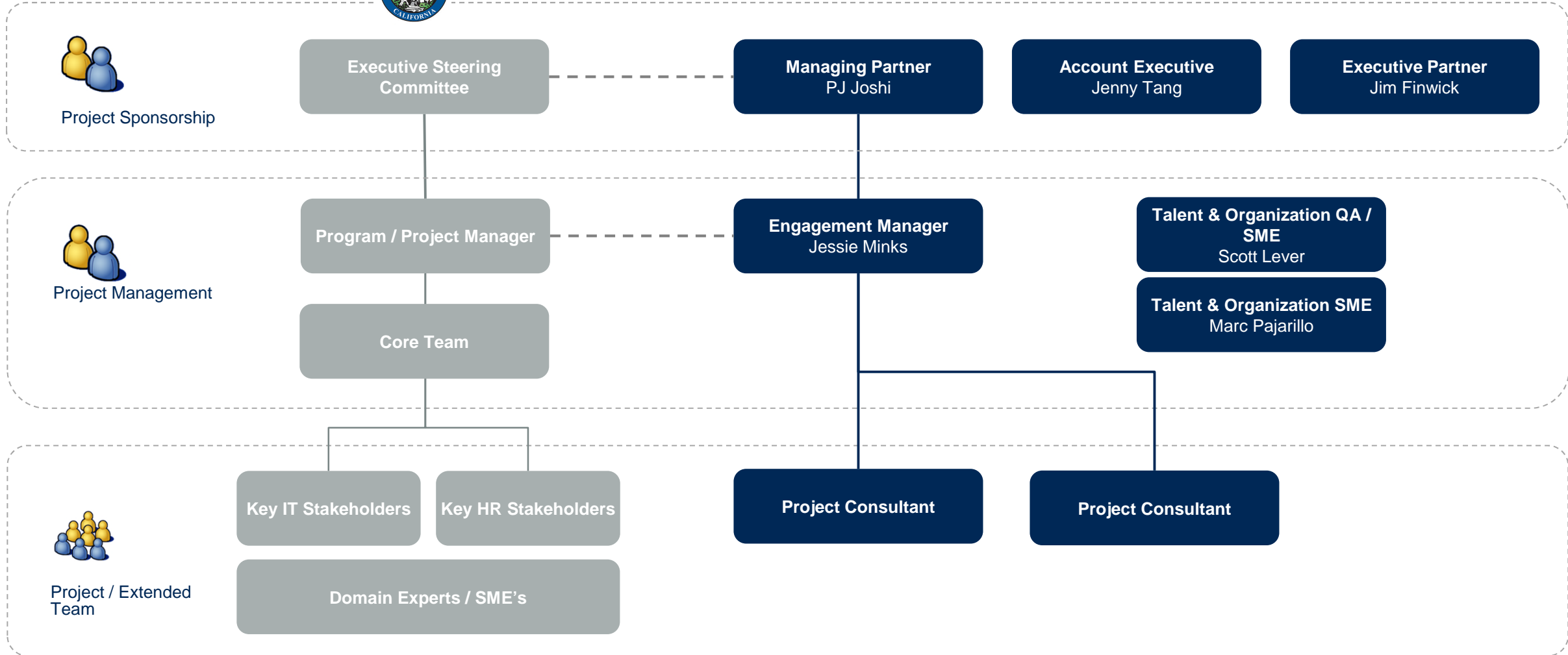
Assumptions

- Gartner will conduct the final job mapping to align current jobs to target state jobs with applicable compensation ranges based on scope and complexity of job work. This mapping is not done at the individual employee level, as a skills and experience assessment is out of scope.

Gartner will leverage the same team for both the Hybrid IT Model and the Job Classification work to support County's objectives



Gartner



Note: The team members listed are representative – delivery team will be confirmed based on the actual start date of the engagement.

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Project Team Overview

Gartner Roles and Responsibilities

Functional Role	Responsibilities
Managing Partner PJ Joshi	<ul style="list-style-type: none"> Ensure that Gartner activities support County's goals Provide high-level oversight to the project and resolve issues as needed Build and maintain a long-standing relationship with County
Engagement Manager Jessie Minks	<ul style="list-style-type: none"> Be responsible for the overall management of project initiatives, and act as the primary point of contact for the Gartner team Ensure that project deliverables are completed on time and meet County's and Gartner quality standards Work closely with County to ensure that Gartner is meeting its needs
Project Team SMEs Marc Pajarillo	<ul style="list-style-type: none"> Provide support on specific industry capabilities and best practices Direct integration point to cross-industry SMEs and talent & organization practice expertise Support core project team on specific needs
Project Consultant(s)	<ul style="list-style-type: none"> Support Engagement Manager in the delivery of the project workstreams, and development of deliverables / run workshops Inject industry best practices / frameworks into the engagement deliverables Present results to County as needed
Quality Management Scott Lever	<ul style="list-style-type: none"> Conduct Quality Assurance of the deliverables before shared with the County Engage with County to address any issues arising with respect to delivery standards/commitments Triage issues with delivery and provide resolutions to improve delivery
Research Analyst(s)	<ul style="list-style-type: none"> Support the core project team by providing a context-sensitive perspective to issues specific to County based on Gartner industry-leading research

County's team structure includes important roles & responsibilities

Role	Responsibilities
Executive Steering Committee (Sponsor)	<ul style="list-style-type: none"> ▪ Provide high-level direction to the project ▪ Act as project champion and provide issue resolution
Project Manager	<ul style="list-style-type: none"> ▪ Act as the primary point of contact for the client team ▪ Ensure that client and client associates are fulfilling the project assumptions and responsibilities
Core Team	<ul style="list-style-type: none"> ▪ Provide active and intimate support for the project ▪ Provide data collection support, interpretation, and contextualization ▪ Participate in deliverable creation and reviews ▪ Represent the sponsor and its interests
Talent & Compensation Representatives	<ul style="list-style-type: none"> ▪ Provide applicable HR standards and templates, as well as critical classification and compensation documentation ▪ Participate in select interviews and informal conversations, as required ▪ Review and provide feedback for appropriate deliverables
Domain SMEs	<ul style="list-style-type: none"> ▪ Provide specific knowledge and context-sensitive perspectives related to compensation structure and role mapping

Project Team Overview

Gartner Account Partners

- Gartner Account Partners will work closely with the delivery team throughout the engagement:
 - Account Executives will ensure that the value delivered through this engagement is seamlessly integrated with all Gartner programs.
 - Service Partners will provide guidance so that this engagement advances the overall Mission-Critical Priorities of County.
 - The body of Gartner Research and partnering with Analysts will ensure that recommendations and outcomes are aligned with Gartner Research frameworks.
 - Partnering across this team will ensure that the recommendations from this engagement are actionable through ongoing Gartner services.

Section 5

- 1 Executive Summary
- 2 Gartner's Point of View
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Who is Gartner?

Gartner is the world leader in IT Research and Advisory that brings together insight, benchmark data, and problem-solving methodologies

About Gartner

- The world's leading research and advisory company, founded in 1979
- **Nearly 17,000** associates in 120+ offices around the world
- **40+** consecutive quarters of double-digit growth, \$4.2B revenue in 2019
- Deep global insight into every major business function with **2,250+ research and advisory experts** conducting **400,000+** one-to-one client interactions annually
- **750+ consultants** performing 2,500+ technology-driven strategic consulting and contract optimization engagements annually with CIOs and other senior executives through our Consulting business



Customer
Service &
Support



Finance



Human
Resources



Information
Technology



Legal &
Compliance



Marketing &
Communications



Product
Management



Research &
Development



Sales



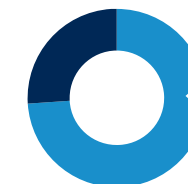
Strategy



Supply Chain

Clients we serve

- More than **14,000** client enterprises in more than **100** countries
- **C-suite leaders and their teams** across all enterprise functions in every industry around the world
- Enterprises large and small, in public and private sectors, including **77% of the Global 500**, of which Gartner is also a member



77% of the
Global 500

*SEC-reported data as of 31 December 2019. Other data collected between then and 4 August 2020.

Our Commitment to You



Gartner®



**Experienced
Advisors**



**Unique Perspective on
Challenges and Risks**



**Accelerated
Time to Value**



**Contextualized Advice to Guide
Decisions and Maximize Insights**







**Market
Intelligence**



**Research-based, Industry-focused
and Benchmark-enabled Solutions**

Gartner's *independence* and *objectivity* will drive unbiased and defensible decisions for County

Why Gartner

Gartner Differentiation	Proof Points	Impact for County
 <p>County's Goals Transforming the compensation structure to unlock IT's potential to attract and retain great talent</p>	<ul style="list-style-type: none"> Focus on strategic needs and priorities of both the organization and County employees. Update and align compensation framework and ranges to better enable attraction and retention of great talent across ITD. Ensure competitive compensation is aligned to defined work that is indicative of work being done. Improve ability for County to attract and recruit the "right" employees for the "right" positions. Increase clarity around career development opportunities and associated pay. 	<ul style="list-style-type: none"> Clearly identified market appropriate salary bands that better align County to attract top talent in a competitive labor market. Salary bands compared to competitor agencies and counties to understand differences in pay across the local market. Detailed mapping of future state jobs and compensation to increase speed of implementation and adoption.
 <p>Solution Methodologies based on independent insight in a digital age</p>	<ul style="list-style-type: none"> Gartner provides a holistic, proven approach to IT Job Architecture and IT organizational transformation that starts with market intelligence, Gartner Research, developing the org model, developing the job architecture, and building relevant job materials based on cutting edge research and demonstrated market effectiveness. 	<ul style="list-style-type: none"> Gartner brings a complete set of tools and templates developed via prior engagements and applied subject matter expertise, enabling more-effective use of resources.
 <p>People Seasoned experts that have mitigated risks and driven success for your peers</p>	<ul style="list-style-type: none"> Gartner consultants execute over 2,000 engagements annually delivering aggregate cost savings of \$400M to clients. Consultants at/below Associate Director level possess an average 10-15 years' IT experience, rising to 15-20 above Director level. 	<ul style="list-style-type: none"> The seniority of our experience reinforces the credibility of the results created for stakeholders. Continuously refreshed real-world experience feeds back into the development of Job Architecture IP and expertise.
 <p>Brand Power of Gartner Research, Independence and Objectivity</p>	<ul style="list-style-type: none"> Gartner consultants can access and use the world's largest IT research database consisting of 154,000+ reports. We have a deep bench of 2,000+ research experts and 700+ consultants, 60% of who are hired with 20+ years' experience. Gartner is the only IT and business consulting firm with an Office of the Ombudsman ensuring our independence. 	<ul style="list-style-type: none"> Our insight is based on cutting-edge research. We provide credible advice that leads to defensible business decisions.

Gartner Consulting strategic consulting capabilities are focused on our clients' mission critical priorities

Summary of Consulting Solution Areas



Application Transformation

- Application Strategy
- Architecture and Integration
- Development and Support (Agile/DevOps)
- Project & Program Oversight



Benchmark Analytics

- IT Spend and Cost Benchmarks
- Price Benchmarks
- Industry-Specialized Benchmarks



Digital Talent & Organization

- Talent, Culture, and Change
- Operating Model, Organization Design, and Governance



Digital Business & Technology

- Digital and IT Strategy
- Disruptive Technologies Strategies



Infrastructure & Platforms

- I&O Strategy
- Data Center Modernization
- IT Service Management
- Platform Strategy



Contract Optimization

- Optimize costs and reduce the risks of high-value, long-term, IT contracts



Data and Market Analytics

- Data Management and Governance
- Data Analytics and Insights
- Market Opportunity Assessments



Security & Risk Management

- Security Maturity and Capability Assessments
- Business Continuity and Disaster Recovery
- Threat and Resiliency Management



Sourcing & Vendor Ecosystems

- Adaptive Sourcing Strategy
- Vendor Selection and Negotiations
- Vendor Management

Section 6

- 1 Executive Summary
- 2 Gartner's Point of View
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- 6 Assumptions, Risks & Terms and Fees**
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Project Management and Control

A number of crucial activities are accomplished via Gartner's project management process, namely:



**Client
Communication**



**Schedule
Management**



**Budget
Management**



**Quality
Deliverables**



**Performance
Metrics**



**Risk
Management**



**Progress
Reporting**

- Our project management process guides reporting, risk mitigation and engagement control throughout:
 - Project kick off to ensure stakeholders are engaged and aligned with the project milestones and deliverables
 - Weekly status meetings to ensure a regular check point the both client and Gartner teams
 - Status reports will include a review of completed tasks, plans for the coming week and any risks or issues
 - Gartner will be in constant communication with stakeholders to ensure full awareness of activities, the associated timeline and actions required to ensure efficient control of project change

Key Engagement Risks

Our proven and collaborative engagement approach is designed to address key risks and focuses on providing optional client value.

Sponsorship & Participation

- Organization and people related work requires sponsorship at the highest level to be successfully implemented. The success of this work is contingent on effective sponsorship. Gartner will engage with the appropriate stakeholders throughout the project to ensure buy-in and alignment with target direction.
- Adherence to County HR guidelines and standards is critical to applying the organization and job architecture design. Gartner will work hand-in-hand with HR stakeholders to ensure designs and materials created are in alignment with HR best practices and are able to be implemented at the County.
- If the Organization Design and Job Architecture are not aligned with the target direction of the organization the work will not be effective. The stakeholders involved must be able to speak to the direction of the IT organization based on the new operating model. Gartner will engage with the appropriate stakeholders to get both a high level and tactical understanding of how work should manifest to meet target state goals.

Change Management

- Without proper change management planning and execution the target state will be difficult to achieve. Throughout the engagement Gartner will provide recommendations regarding change management best practices to guide County in effectively implementing the changes associated with this work.

Project Management

- Job Architecture and Organization Design work require collaborative workshops and iterations. To be successful, meetings and workshops must be proactively scheduled and progress must be diligently tracked. Gartner will provide meeting and workshop schedules at the beginning of the engagement to support appropriate stakeholder participation, while remaining flexible throughout the engagement, and provide weekly status reports to ensure progress and alignment.

Remote Work

- The COVID-19 pandemic has shifted ways of working substantially. Working in the remote environment requires a different approach to engaging stakeholders. Gartner has completed Organization Design, Change Management, and Job Architecture remotely and will leverage best practices (e.g., polling, smaller group sessions, etc.) to effectively complete the work.

Assumptions

County's participation (1/2)

The deliverables, schedule and pricing in this SOW are based on the following assumptions:

County's Participation

- County will designate a project manager to act as the primary point of contact for this project. County's project manager will be expected to work closely with the Gartner employees as needed and will:
 - Approve project priorities, detailed task plans and schedules
 - Facilitate the scheduling of Gartner interviews and workshops with appropriate client personnel
 - Notify Gartner in writing of any project or performance issues
 - Assist in resolving project issues that may arise
- The work effort described in this Proposal assumes County personnel are available to assist in the manner defined in this Proposal. If County personnel are not available, a change of scope may be necessary.
- County will review and approve documents within five (5) business days. If no formal approval or rejection is received within that time, the deliverable is considered to be accepted by County.
- County will schedule its resources for project activities and provide meeting links (e.g., Zoom, WebEx, etc.) as necessary.
- County personnel will be available per the final project schedule.
- County will ensure that the key stakeholders are identified, and meetings / interviews scheduled with them before the start of the engagement. Duration increases caused due to lack of availability of key stakeholders would be handled as per the change of scope. Availability of County resources for interviews and planned meetings is critical to maintaining the planned timeline and Gartner's resourcing plan.
- Gartner will formally capture feedback on your overall experience via our client survey. This allows us to quantify our performance on this project and to ensure a culture of continuous improvement of process and best practice.

Assumptions

County's participation (2/2)

The deliverables, schedule and pricing in this SOW are based on the following assumptions:

County's Participation

- Preplanning will take place and initial documentation will be provided prior to project kickoff.
- Pre-read materials for workshops / validation sessions can be provided a maximum of 24 hours prior to scheduled meetings.
- Workshop make-up will be determined during pre-planning based on County preferences, Gartner best practices, and County stakeholder availability.
- Workshop participants and deliverable reviewers must be able to provide feedback based on their knowledge of the target state organization / direction.
- Competencies included in the Job Guides will be determined by Gartner best practices or preliminary competency work done by County and will be reviewed and validated by County stakeholders during the single one-week review cycle.
- Job Guide and Job Description reviews will consist of a single round of feedback and updates; additional updates after the review cycle will be made by County.
- "Names-in-boxes" is not included as part of this scope of work.

Assumptions

Data collection and key personnel

Data Collection

- The due diligence (as-is) and volume data are reasonably available via interviews and documentation review. County will provide this existing information prior to Week 1 of the project.
- County will provide timely access to all appropriate personnel to be interviewed. These personnel will provide the data necessary to complete this engagement, answer questions, provide existing documentation and attend working sessions.
- All data collection and interviews/workshops will take place remotely.

Key Personnel

- Resumes/biographies of key personnel provided in this proposal assume an engagement start date of approximately March 2021. If the actual project start date is different, proposed individuals may not be available. In this event, we will work with County to identify alternative personnel with appropriate skills and background.
- In the event that unforeseen circumstances require the replacement of an associate on an engagement, Gartner will inform County as soon as reasonably possible and substitute appropriate associates with comparable skills.

Assumptions Scope

Scope

- County's IT organization
 - Job Mapping requirements listed in the Scope of Work span across both this Job Classification proposal and the Hybrid IT Model proposal. Gartner will conduct a full mapping of the existing jobs to the target state job families, series and progression levels as part of the Hybrid IT Model work. The Job Mapping exercise will continue into this Job Classification proposal where Gartner will map up to 15 prioritized jobs to the recommended base pay compensation ranges.
 - Compensation study will cover up to 15 job series (inclusive of up to 3 progression levels) and will be analyzed against the identified 7 counties and up to 2 public / private agencies.

Out of Scope

- Additional job series within the full target job architecture can be included in the compensation study with a change in scope.
- Detailed Organizational Design and Resource Assignment (e.g., "Names in boxes")
- Detailed Cost and FTE Resource Estimates
- Skills Assessment
- Career Paths

Assumptions

Place of Performance, Deliverables and Changes to Scope

Place of Performance

- Due to the COVID-19 pandemic, all meetings and working sessions will take place remotely.
- Requested on-site presence will be set at a time agreed to by the parties and billed as incurred in a separate agreement.

Deliverables and Changes to Scope

- Any requests for additional information or resource (beyond the details described in the steps above) that are made by County will be considered a change in scope for this engagement and will be handled accordingly (see Changes to Scope section of this SOW).
- All deliverables will be developed using Microsoft products (e.g., Word and PowerPoint).

Gartner Research and Gartner Consulting recommendations are produced independently by the Company's analysts and consultants, respectively, without the influence, review or approval of outside investors, shareholders or directors. For further information on the independence and integrity of Gartner Research, see "[Guiding Principles on Independence and Objectivity](#)" on our website, gartner.com or contact the Office of the Ombudsman at ombudsman@gartner.com or +1 203 316 3334.

Changes to Scope

- The scope of this project is defined by this Proposal/Statement of Work. All County requests for changes to the SOW must be in writing and must set forth with specificity. As soon as practical, Gartner shall advise County of the cost and schedule implications of the requested changes and any other necessary details to allow both parties to make an informed decision as to whether they will proceed with the requested changes. The parties shall agree in writing upon any requested changes prior to Gartner commencing work.
- As used herein, “changes” are defined as work activities or work products not originally planned for or specifically defined by County. By way of example and not limitation, changes may include the following:
 - Any activities not specifically set forth in this SOW
 - Providing or developing any deliverables not specifically set forth in this SOW
 - Any change in the respective responsibilities of Gartner and County, including any reallocation or any changes in engagement or project manager staffing
 - Any rework of completed activities or accepted deliverables
 - Any additional work caused by a change in the assumptions set forth in this SOW
 - Any delays in deliverable caused by modification of acceptance criteria in this SOW
 - Any schedule changes that are not directly attributable to Gartner
 - Any schedule changes due to non-availability of key stakeholders
 - Any changes requiring changes to research analyst time or resources

Investment Summary: Milestone-based Project Fees and Expenses

- Gartner is able to conduct the modules outlined below independently for the firm-fixed price provided.

Study	Price
IT Job Classification, Compensation & Mapping	\$155,000

- All work can be conducted remotely so no travel and minimal other reimbursable expenses are expected. Expenses will be billed as incurred.
- To ensure service delivery and client satisfaction we will tie the invoicing schedule to successful completion of the steps of our engagement. Additionally, we will adhere to a formal deliverable review process to secure your approval before moving onto the next step of the engagement. We will invoice after successful completion of the step and acceptance of its associated deliverables.
- All invoices are payable net 30 days from the date of invoice. While we do not itemize billing for services, we agree and will comply with any reasonable requests for records substantiating our invoices.
- If County requires a purchase order (PO) number, please specify the PO number in the Authorization section and forward a copy of the PO, with this agreement, to PJ.Joshi@gartner.com. Ensure that the PO includes all labor and travel expenses quoted in this SOW. Any pre-printed terms on the PO that are in addition to or in contradiction of the terms of this agreement shall be inapplicable.

Investment Summary: Gartner Price Reasonableness

- Gartner's professional fees are both reasonable and realistic.
 - Gartner's consulting staff rely heavily on Gartner's research and benchmarks. Our consultants utilize the research in a variety of ways, including leveraging the content directly and including it in Gartner deliverables. Consultants will also have the analysts participate directly by reviewing deliverables or taking part in the project directly. Each use of research provides significant value, and comes with a real opportunity cost. This resource is built into our hourly rates.
 - We come to the table with a complete set of tools and templates developed through prior engagements and applied subject matter expertise. This enables more-effective use of resources by both Gartner and County, which results in fewer hours required to complete tasks and deliverables and less risk of rework or wasted effort.
 - Gartner does not charge for administrative or contracts management. Our administrative and secretarial personnel, our contracts management personnel, and our editors, graphics and production staff are all funded from overhead.
 - Gartner Consulting is a senior-leveraged Consulting practice. Our fees represent our years of experience performing similar work for similar clients, our ability to apply lessons learned to mitigate risk, and experience working directly with senior stakeholders to achieve real results for our clients' key initiatives.

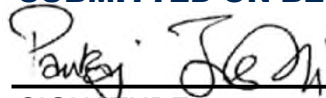
Authorization

- The Contract and hence the governing Terms and Conditions under which this Statement of Work is to be completed are to be determined in partnership between County and Gartner.
- Gartner recommends a Consulting Services Supplement to the Master Client Agreement between County of Santa Barbara and Gartner, Inc.
- When signed by Gartner, Inc. and County of Santa Barbara, this Proposal/SOW is an attachment to and governed by the Consulting Services Agreement between the parties. These two documents will set forth the relationship between the parties for this engagement.
- This Statement of Work may be modified at any time provided such changes (i) are agreed by the parties in writing and (ii) where applicable, are in accordance with the Change Order provision.
- The Proposal is valid for 60 days following the date of submission.

IF USING A DIGITAL SIGNATURE, PLEASE CONFIRM THE FOLLOWING AS A CONDITION OF CONTRACT EXECUTION:

[] By ticking this box, I agree that by affixing my digital signature hereunder I am attesting that: (i) this is my own personal legal signature; and (ii) I am a duly authorized signatory for my company. My signature verifies that the information provided to Gartner hereunder is subscribed by me, under penalty of false statement and material breach of contract.

SUBMITTED ON BEHALF OF Gartner, Inc.



SIGNATURE

Pankaj (PJ) Joshi, Managing Partner

PRINT NAME AND TITLE

November 3, 2021

DATE

AGREED ON BEHALF OF SANTA BARBARA COUNTY

SIGNATURE

PRINT NAME AND TITLE

DATE

PO NUMBER (If applicable)

Section 7

- 1 Executive Summary
- 2 Gartner's Point of View
- 3 Engagement Approach & Timeline
- 4 Detailed Statement of Work
- 5 Gartner as a Strategic Partner
- 6 Fees, Assumptions, Risks & Terms
- 7 Appendix (Team Bios, Client References, Case Studies, Additional Detail)**



Appendix

Representative Team Bios

PJ Joshi

Managing Partner, Gartner Consulting



PJ Joshi is a Managing Partner with Gartner Consulting's Public Sector practice and possesses 22 years of experience specializing in high-profile engagements that routinely involve political considerations or are delivered under high pressure in coordination with multiple government departments. Mr. Joshi's areas of expertise include IT strategy and roadmaps, IT governance, procurement, software design and development, automation, project delivery and strategic account management. Mr. Joshi joined Gartner in 2019 and is based out of the Gartner offices in Manhattan Beach, California.

Mr. Joshi's recent project experience includes:

- For the City of Los Angeles Dept. of Building & Safety (LADBS) — Led multiple engagements for the client and five other City development services departments to assess current state and recommend a roadmap for modernizing digital methodologies and tools in permitting, planning and inspections systems infrastructure; includes support in sourcing of solutions and services.
- For the County of Ventura — Partnering with new leadership within Healthcare Agency (VCHCA) and the Integrated Justice agencies (VCIJIS) to assess IT capabilities, design a future state organization, identify gaps and create a roadmap for achieving the target state; separately helping to refine the IT governance model and to implement a Project & Portfolio Management (PPM) process.
- For the City of Los Angeles — Advised on readiness for migrating time and payroll functions from legacy homegrown systems to a cloud-based Software-as-a-Service (SaaS) platform. Previously, over a five-year relationship, partnered in planning and executing the successful implementations of Budget, Procurement and Inventory functions while also upgrading Financials and transitioning the entire Enterprise Resource Planning (ERP) to a cloud-based solution and long-term operational support model.
- For the University of California, Los Angeles (UCLA) — Led day-to-day activities on an engagement to assess and make recommendations for deploying a shared services model across administration IT units

Prior to joining Gartner, Mr. Joshi built a 21-year career leading and delivering large enterprise transformation initiatives while working for the global System Integration Consultancy CGI. Through this work he has substantial implementation experience with several Californian cities and counties.

Mr. Joshi earned his MBA from the University of California, Los Angeles and a Bachelor of Science degree in Industrial Engineering and Management Sciences from Northwestern University. He is certified by the Project Management Institute in Project Management (2011).

Marc Pajarillo

Senior Director, Digital Talent & Org, Gartner Consulting



Marc Pajarillo is a Senior Director with Gartner Consulting, and leads the Digital Talent and Organization practice for the West region. He has over 20 years of experience designing and implementing organizational, change and talent strategies for a wide range of industries: financial services, high tech, government, retail, biotech and non-profit. Mr. Pajarillo also has extensive experience leading the organizational change management workstreams in support of ERP and SaaS implementations such as ServiceNow, Oracle PeopleSoft and Retek, SAP SuccessFactors and Siebel. He works out of the Gartner offices in San Francisco.

Mr. Pajarillo's recent project experiences include:

- For a local government — Designed a sustainable telework program that enabled one half of its workforce to transition to a remote work model. This initiative included crafting their telework policy, designing the program governance and strategic roadmap, developing the organizational change management strategy to enable adoption and “testing and learning” tactics to sustain employee engagement in a remote work environment.
- For a global commercial real estate services company — Developed a Global IT operating model that enabled greater coordination between global and regional IT functions; designed a target product-centric IT organizational structure to increase business and IT collaboration and developed a strategic roadmap to enable the organization to achieve their end state vision.
- For a local government — Led an IT organizational re-design initiative that enabled the central IT organization to understand, design and proactively address the County's business needs. The scope of this initiative included a comprehensive IT maturity assessment, detailed organizational design and an organizational change roadmap to enable the organization to incrementally develop and acquire the necessary capabilities to achieve their service-oriented vision.

Prior to joining Gartner, Mr. Pajarillo's project experiences included:

- For a hypergrowth technology startup — Designed and implemented the job architecture for the Experience Design organization. The scope of the initiative included the creation of design lead, generalist and specialist career paths and their incorporation into the company's performance management process. Additional responsibilities included the development and management of the change, communication and training program.
- For a \$2B cloud services organization – Led the global transformation of a 500+ person Cloud Engineering Operations group into a DEV-OPS model and agile-oriented culture. The program scope included re-designing the organization and implementing a centralized intake process to increase collaboration and promote continuous delivery between the Engineering and Operations teams.
- For a networking infrastructure company – Partnered with the CHRO to architect the company's global people strategy. Served as the Chief of Staff to the CHRO, responsible for operationalizing the strategy, overseeing the Project Management Office and leading several organizational change and talent-focused initiatives.
- For a virtualization software company – Led the organizational change management effort for a ServiceNow implementation. The team was responsible for developing and implementing the change, communication and training program for 300+ IT, HR and Real Estate and Workplace operations professionals.

Prior to joining Gartner, Mr. Pajarillo led the Organizational Development and Effectiveness practice for Forshay, a SF Bay Area-based boutique consultancy, and also was the Head of HR Strategy at Gap Inc. and a Manager within Accenture's Human Performance organization.

Mr. Pajarillo holds a Master of Business Administration (M.B.A.) from UC Berkeley — Haas School of Business, a Master of Public Health (M.P.H.) from the University of Massachusetts – Amherst and Bachelor of Science in Molecular Biology from Lehigh University. He is also a Prosci Certified Change Practitioner.

Scott Lever, Ph.D.

Senior Expert Partner, Digital Talent & Org Practice Lead, Gartner Consulting



Scott Lever Ph.D. is Gartner's Consulting's global leader for Digital Organization and Talent. Mr. Lever has nearly 20 years of experience working with executives on change management, governance, organizational design, strategy, talent management, and shared services and outsourcing advisory.

Dr. Lever helps clients design high-performing, digital organizations that are closely aligned to the business, efficient and productive, and more satisfying to work for. His clients include public organizations and private sector firms in Healthcare, Financial Services & Insurance (FSI), Retail, High-Tech, Manufacturing, and Life Sciences among other industries.

Dr. Lever's recent project experience includes:

- For a \$1 Billion Healthcare Provider — Mr. Lever led a Gartner team to develop a benchmarking review, new organizational design, and case for change to meet the client's need to improve service and lower costs. The new model better integrated IT with clinical technology, significantly revised the 200+ person application organization and added new capabilities to fill Gartner identified gaps.
- For a leading University — Digital transformation of the University's technology organization from strategy to design, implementation, and change management including realignment of 300+ staff. Gartner's work includes developing a new operating model using bimodal principles, helping gain control of business demand and projects, launching a new business relationship management function, and redesigning financial management. Mr. Lever has worked with this client for two years through their transformation.
- For a \$20 Billion Hedge Fund — Mr. Lever led an assessment of the client's technology organization. The Firm's COO and CAO retained Gartner to evaluate the effectiveness of their IT organization following the dismissal of their CIO. Gartner reviewed the organization's performance, service delivery model, structure, and talent. Gartner delivered recommendations to improve effectiveness, stakeholder communications, and IT-Business alignment.
- For a leading Third Party Logistics and Distribution firm — The client's IT shared services and outsourcing arrangement serving multiple business units was seen as underperforming and expensive. Gartner designed a new shared services organization with stronger business relationship management capabilities, differentiated services, and the right level of dedicated resources.
- For a large Mid-Atlantic State's Public University System — For the last year Mr. Lever's team has worked with the client to identify shared services opportunities across the system's back office function including IT, HR, Finance and Procurement. More recently Mr. Lever's team has helped with the business case, stakeholder management, and the implementation of the three year roadmap for share services including process design, vendor ecosystem, and technology planning.
- For a Canadian Province Ministry of Attorney General — Mr. Lever was part of a team that developed recommendations to modernize and transform the Ministry's 5,000 staff. Key areas of focus included modernizing systems and platforms, developing new skills, organizational realignment, and process improvement.

Prior to joining Gartner, Dr. Lever was a Consultant with Deloitte and PA Consulting. Earlier in his career, he was on the faculty of Indiana University.

Dr. Lever has a Ph.D. from the State University of New York, Albany.

Ashton Petersmith

Associate Director, Digital Talent & Org, Gartner Consulting



Ashton is an Associate Director and part of Gartner's Digital Talent and Organization practice where she has assisted clients with undergoing large transformational efforts as a result of digital. Her skills include: Organizational change management (OCM), IT operating model design, job architecture design, communications (strategy, planning and execution), training, and program quality assurance. Ashton also supports Gartner's Digital practice, where she works with clients to develop digital IT strategies to support business strategy and large scale digital transformation.

Ms. Petersmith's recent work includes:

- *For a Global CPG Company-* Designed the Data and Analytics job architecture for newly developed Data and Analytics Operating Model. Built job descriptions including skills and key responsibilities, articulated hand-offs between roles and organizations, and developed career and growth paths for all Data and Analytics jobs and roles. Additionally, performed data-driven culture assessment leading to development of a behavior and culture change roadmap.
- *For a North American Healthcare Payer-* Led the assessment, design, and implementation of a target Job Architecture for a large IT organization moving to a product-centric model. Streamlined existing job architecture and reduced total job families by 50%; created new and updated existing job family materials and job descriptions to be reflective of current and future state work, ensuring responsibilities covered new ways of working related to automation, DevOps, cloud, agile, etc. Built roles framework, growth paths, and career accentuators framework to enable and encourage career development and versatility.
- *For a North American Insurance Company-* Designed and built Job Architecture for IT organizational undergoing digital transformation. Streamlined and clarified job architecture, recommending jobs and job family groupings that more effectively drive the organization towards achieving critical business goals. Built career path progressions and roles based framework to enable development and career progression.
- *For a Public Broadcasting Company-* Defined and refined the organization's values and guiding principles, and applied them to the development of new IT job architecture that aligned roles with the organization's values, and strategically modified previously disparate job architecture into new intentional and delineated job architecture, including the introduction of new strategic job families necessary to achieve the organization's future vision/ goals.
- *For a North American Oil & Gas Company-* Performed OCM for a newly merged organization, focusing largely on driving culture change, implementing new ways of working, and building Change Leadership capabilities to support a new IT Operating Model. Established an OCM methodology to execute effective stakeholder communications driving engagement, perform iterative culture impact assessments, address systemic enablers, and introduce culture hacks.

Ashton earned her BA from Ball State University and her MBA from Fordham University, where, as part of her capstone project, she wrote an organizational theory case study focused on the implications of identity on business; this case was later published and is used in the graduate level Organizational Theory program.

Jessie Minks

Senior Consultant, Digital Talent & Org, Gartner Consulting



Jessica Minks is a Consultant with Gartner Consulting, focusing highly in the Digital Talent and Organization practice. She specializes in strategic assessments, system modernization initiatives, and Job Architecture. Ms. Minks joined Gartner in 2018 and is based out of Houston, Texas.

Ms. Minks' recent project experience includes:

- For a Large County — Served as a workstream lead and point of contact for a county-wide telework and digital transformation strategy and roadmap to prepare for large transition of current employees to a telework workforce. Conducted and led ~20 interviews / focus groups to determine telework experience lessons learned as an input into a current state assessment of Telework enablement at the County due to COVID-19. Reviewed current County documentation, policies, and procedures and determined barriers to telework and identified actionable changes and specific language additions. Developed a set of recommendations to address identified barriers to productivity and performance management. Led Job Architecture and Job Description review and identification of improvements to support future large scale telework arrangements at the County (inclusive of a decision framework, updated job descriptions with telework language, future state job architecture, and sample career paths). Developed a Telework Program Charter and Telework readiness assessment per stakeholder group, in addition to recommendations to People, Policy, Process, and Technology. Developed a Telework roll out plan to enable transitions.
- For a Healthcare Insurance Provider — Conducted a two-step Job Architecture engagement focused on an initial Pilot Job Family followed by the remaining roll out of additional job family materials in support of an organization job architecture. Conducted Incumbent Workshops to understand the jobs within the organization and developed detailed Job Guides for all job families. Assisted with the development of supporting competency identification, job descriptions, career paths and career accentuators for each job family.
- For a large City — Co-led the development of an agile product-based target job architecture to address outdated job requirements and current challenges in the IT department. Conducted interviews with stakeholders to determine target state job families, job series, and agile and versatile based roles. Led the development and presentation of applicable market and labor trends affecting future IT positions. Additional deliverables included job guides, job descriptions, and a framework for product organization transformation. Co-led the IT compensation benchmark to determine salary pay bands for target state job series.
- For a K-12 Institution — Conducted project management activities and served as the main point-of-contact for Gartner/Client. Served as the lead HR Subject Matter Expert (SME). Led and developed the HR current state assessment, managed and led the HR workshops and follow-up discussions, developed a Business Context Report to serve as input to the Request for Proposal (RFP), and applied an impact assessment framework to line item requirements. Assisted in the development of the organizational vision, application architecture, governance, ERP strategy, and the RFP. Supported the development of the ERP Program Plan and partnered with the client to develop strategic communications artifacts. As part of upcoming work, Gartner will assist in proposal evaluation training, independent proposal review and analysis, demonstration support and contract negotiations.

Prior to joining Gartner, Ms. Minks' work experience spanned across Travel Technology, Retail and Communications. Ms. Minks earned her Bachelor of Science (B.S.) in Communication from Texas A&M University, as well as a Master of Science (M.S.) in Business Marketing with an emphasis in Data & Analytics and International Business.

Appendix

Client References & Case Studies

Reference 1: Recent Job Architecture Engagement for a City IT Department



Our services led to the development of a new, forward facing **Job Architecture inclusive of key marketplace trends, 6 Job Family Guides** and all **supporting job materials**, as well as **customized compensation ranges** benchmarked against industry and location for jobs within CoSA's job architecture framework.

City of San Antonio (CoSA) <https://www.sanantonio.gov/> - IT Job Architecture and Compensation

CoSA's Challenge:

- The City of San Antonio is one of the ten largest cities in the United States, and was seeking to shift from a traditional project management-based approach to an agile, product centric approach to better serve its customers. The City sought to understand how to change its overall Job Architecture to better align with product management and identify the job families and roles that the organization needed its new operating model. The City asked Gartner to develop a new Job Architecture (i.e., job families, job series, job descriptions, and competencies, etc.) to align its existing job functions to a product management delivery approach.

Gartner's Approach:

- The objective of the engagement was three-fold; 1) to refine and simplify current job families to reflect best practices and the IT operating model, 2) to evolve future state job materials to improve employee mobility, flexibility, career development and job satisfaction, 3) to design and build the future state job architecture and career paths to support future transformation at the organization, and 4) to determine competitive salary bands for select job titles.

Value Realized by City of San Antonio:

- Through Gartner Consulting services, the City now has streamlined, clear, and actionable job materials that reflect the work required today and in the future to support the strategic initiatives of the IT organization. Utilizing market compensation data, Gartner helped the City improve the effectiveness of its recruiting and retention. The final Job Family materials provided a number of benefits including; 1) broader, more delineated responsibilities 2) a refined set of Job Titles that enable easier organizational mobility 3) a clear understanding of best practices in product management and operating model transformation applicable to the desired target state, 4) transformed technology and business-centric job responsibilities, and 5) market-aligned salary and compensation data determining the value of newly-defined product-based jobs.

Contact: Christina Sanchez, HR; Christina.Sanchez@sanantonio.gov

Case Study: Modernizing the structure and adapting the workforce of a key Financial Institution (1/3)



Client Context

- A systemically important Financial Institution (FI) decided to invest in a cloud platform to capitalize on the functional, technological, and financial benefits that it and a corresponding SaaS model would offer.
- One of the FI's key business unit technology divisions wanted to leverage this shift to cloud as an opportunity to become more customer-centric and secure its place as the solution provider of choice across business units who were beginning to create their own shadow ITs.
- In order to achieve these ambitions, this technology division asked Gartner to help perform a comprehensive workforce analysis to understand how their operating model would shift; how their organizational structure and roles would change according to the selected operating model; and how to transition their entire current workforce to the future state within the timeframe of the cloud platform implementation.



Business Challenges

- The Division's governance model for interacting with business unit customers was siloed and weak. Division staff had neither the skills to understand customers and their processes, nor the solution portfolio view of the technology division to be able to adequately match customer needs with the Division's capabilities.
- The Division faced serious role and skill gaps for key future state functional areas including, cloud services, data management, and architecture.
- Talent management within the Division was siloed, resulting in limited resource sharing, decrease opportunities for talent development, and inability to workload balance across teams. There was little versatility in roles and so no fungibility.
- The Division's job architecture, job titles, and job descriptions were not cohesively created and were outdated. The corresponding career ladders were limiting as a result, creating career stagnation and sometimes attrition among staff.



Approach/Differentiation

- Findings from interviews across the Division were organized according to Gartner's best practice job architecture and job family frameworks.
- Current state Division roles were mapped to Gartner's industry-standard roles; Gartner then performed a rapid assessment for each role to determine directional competency and skills baseline.
- Gartner conducted a series of workshops to align the Division with an appropriate pattern from Gartner's I&T operating model framework and then used a capabilities-driven, iterative approach with the Division to design a future state organizational structure according to the selected pattern.
- Future state, industry-standard roles were then mapped to the future state organizational structure. Gartner leveraged its libraries to create job descriptions for all future roles, linking them back to job architecture and a designed career pathway. A compensation analysis was also performed for net new future state roles using market data.
- A current to future state transition plan was created for all identified roles using a skills, competency, and job architecture-based criteria.
- A consolidated recommendations roadmap and change management plan was also delivered, aligning the Division's workforce transformation with key implementation milestones.



Benefits Achieved

- Designed organizational structure supporting critical future state capabilities and key business goals
- Identified the roles required to execute on future state capabilities and provided corresponding descriptions, training, and sourcing approach
- Created pathways for current to future state transition for entire current workforce
- Created cohesive job architecture and career pathways
- Updated job titles and roles to correspond to industry standard

Case Study: Modernizing the structure and adapting the workforce of a key Financial Institution (2/3)



Exhibit A: Current State Roles Assessment Mapped to Industry Standards

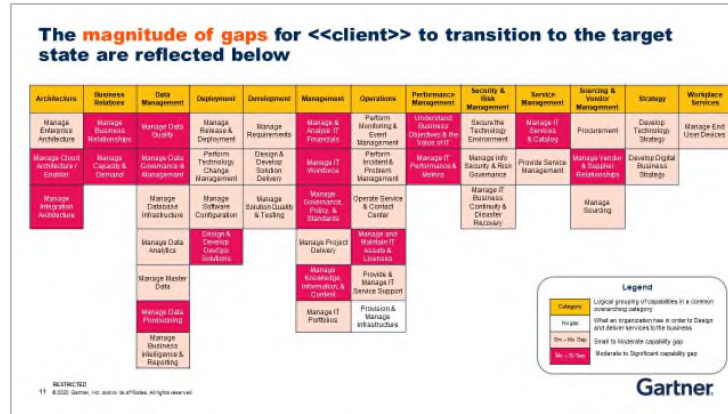


Exhibit B: Capabilities Analysis Aligned with Future State Goals

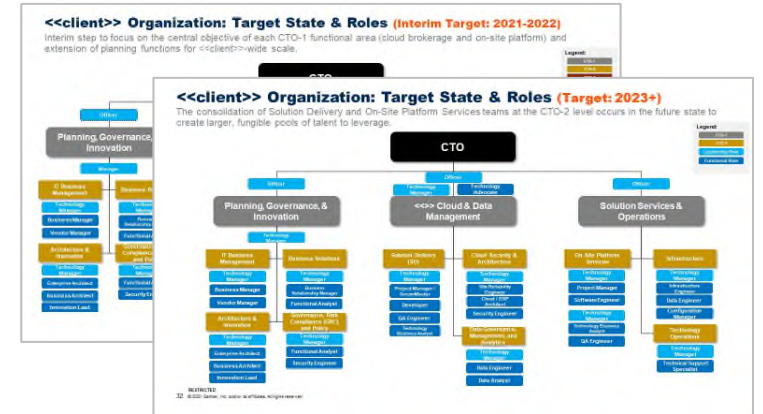


Exhibit C: Roles Aligned to Operating Model-driven Interim and Future State Organizational Structure

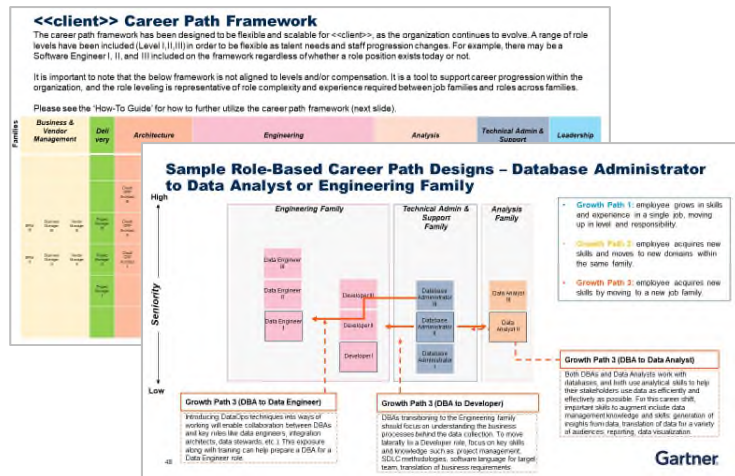


Exhibit D: Career Framework and Sample Pathways for Future State Roles

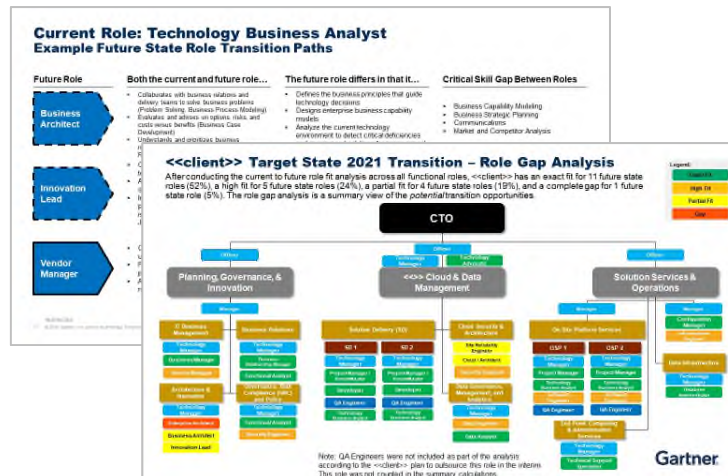


Exhibit E: Future State Role Gap Analysis and Sample Transition Paths for Roles

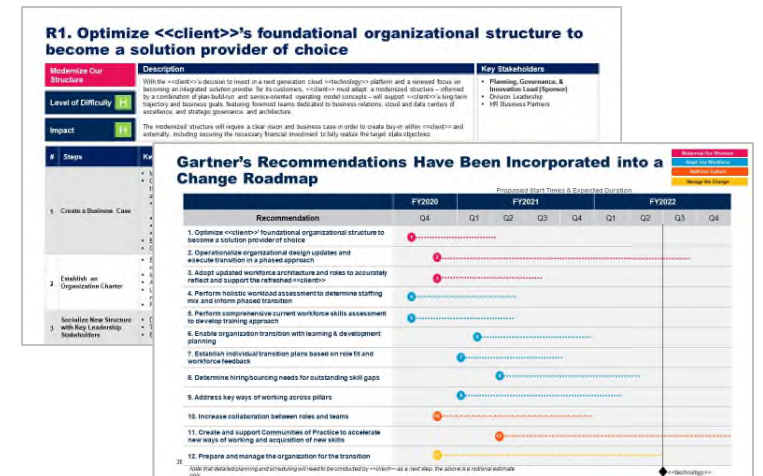
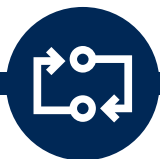


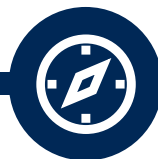
Exhibit F: Consolidated Roadmap and Detailed Recommendations Aligned to Key Milestones

Case Study: Gartner conducted a multi-step compensation analysis with Client guidance to provide baseline data for new target state jobs (3/3)



Conduct mapping and analysis of new jobs using market data

- The team provided Gartner access to market data tool (PayScale MarketPay), which is currently used to price internal jobs
- Gartner utilized the **10 net new target state job** descriptions to determine which market data best aligned
- Gartner conducted a **detailed review of all accessible market data** to ensure that the **most applicable data** was used for the compensation model
- Gartner also validated data against Gartner Research



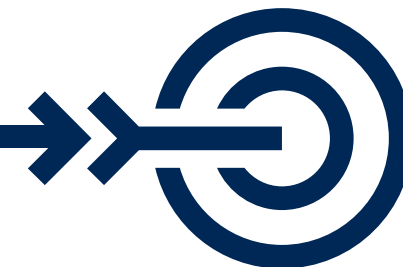
Consolidate relevant market data and build compensation model

- After job mapping, Gartner pulled all relevant data for the 10 new jobs, each with 2-3 distinct levels
- Aligning with x best practice compensation approach:
 - Each level's **job description** included at least a **75% match** with equivalent job data
 - Each level was mapped back to (when possible) at least **4-5 Client market data points**
 - When possible, data leveraged was organization weighted
- Each range used the **50th and 75th percentile base salary**



Adjust market data using Client-specific compensation metrics

- Gartner made adjustments to data points using Client compensation practices:
 - A **geographic distribution of 14%** was applied to all levels
 - Levels across jobs were validated to exhibit similar variance
- Gartner also made a general adjustment according to the BLS Employment Cost Index of 2.9% YOY to any data not from the MarketPay tool



Target State Job Compensation

Case Study: Managing the security talent crunch in rural areas: understanding perception and reality

Client Context

A National Laboratory with sites in rural areas was having challenges attracting and retaining cyber security talent. The client hypothesized that compensation and their poor understanding of staff capabilities were the root causes. A new CISO wanted an assessment on the state of the operations and compensation relative to the broader region, recommendations, and an action plan. Gartner used its Security and Risk Management Framework to assess the organization's capabilities, reviewed job roles and HR practices, and benchmarked



Business Challenges

- Security functions were generally viewed as oversight for contract compliance requirements, rather than protecting resources with governance and dynamic risk management. As a result, deployments were tool-centric and not used to ensure reliable execution of cyber defense measures.
- HR functions were immature and did not support modern talent management. Job descriptions were not standardized and appeared to align with the incumbent's skill set, rather than the organization's needs.

Approach/Differentiation

- Built the case for organizational change and employee re-engagement.
- Provided independent and objective support for executive decision making regarding effective talent management. In short, pay alone is rarely the reason people leave.

Benefits Achieved

- Gartner demonstrated that even when adjusted for regional cost of living, 80% of the salaries were above industry benchmarks.
- Gartner identified specific steps to:
 - Increase the level of employee engagement by addressing the impact of working in a disjointed, "check the box" security environment.
 - Improve talent management capabilities by looking beyond salary alone to focus on misalignment of job descriptions and duties, strategic talent planning, performance management, learning/training, career development and succession planning.

Thank You!

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Ashton.Petersmith@gartner.com

EXHIBIT B

PAYMENT ARRANGEMENTS

Periodic Compensation

- A. For CONTRACTOR Phase A services to be rendered under this Agreement, CONTRACTOR shall be paid a total contract amount, including cost reimbursements, not to exceed **\$155,000**.
- B. Payment for services and /or reimbursement of costs shall be made upon CONTRACTOR's satisfactory performance, based upon the scope and methodology contained in **EXHIBIT A**.
- C. Monthly, CONTRACTOR shall submit to the COUNTY DESIGNATED REPRESENTATIVE an invoice for the services performed over the period specified, clearly identifying the work performed. These invoices must reference the assigned Contract Number. COUNTY REPRESENTATIVE shall evaluate the quality of the service performed and if found to be satisfactory shall initiate payment processing. COUNTY shall pay invoices or claims for satisfactory work within 30 days of receipt of correct and complete invoices or claims from CONTRACTOR.
- D. COUNTY's failure to discover or object to any unsatisfactory work or billings prior to payment will not constitute a waiver of COUNTY's right to require CONTRACTOR to correct such work or billings or seek any other legal remedy.

EXHIBIT C

Indemnification and Insurance Requirements (For Information Technology Contracts)

INDEMNIFICATION

CONTRACTOR agrees to defend, indemnify and hold harmless COUNTY and its officers, officials, employees, agents and volunteers from and against any and all third party claims, actions, losses, damages, judgments and/or liabilities caused by the negligent performance or attempted performance of the provisions hereof; including any willful or negligent act or omission to act on the part of the CONTRACTOR or his agents or employees or other independent contractors directly responsible to him to the fullest extent allowable by law.

LIMITATION OF LIABILITY

Neither party shall be liable for any consequential, indirect, special or incidental damages, such as damages for lost profits, business failure or loss arising out of use of the Deliverables or the Services, whether or not advised of the possibility of such damages. CONTRACTOR's total liability arising out of this Agreement and the provision of the Services shall be limited to two (2) times the fees paid by the COUNTY under the specific Statement of Work under which such liability arises. The foregoing limitation upon the types of damages and amounts of liability shall not apply to: (i) indemnification obligations of CONTRACTOR; (ii) losses arising out of the willful misconduct, fraud, or gross negligence of CONTRACTOR; and (iii) losses arising from any breach of obligation to comply with laws.

NOTIFICATION OF ACCIDENTS AND SURVIVAL OF INDEMNIFICATION PROVISIONS

CONTRACTOR shall notify COUNTY immediately in the event of any accident or injury arising out of or in connection with this Agreement. The indemnification provisions in this Agreement shall survive any expiration or termination of this Agreement.

INSURANCE

CONTRACTOR shall procure and maintain for the duration of this Agreement insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder and the results of that work by the CONTRACTOR, its agents, representatives, employees or subcontractors.

A. **Minimum Scope of Insurance**
Coverage shall be at least as broad as:

1. **Commercial General Liability (CGL):** Insurance Services Office (ISO) Form CG 00 01 covering CGL on an "occurrence" basis, including products-completed operations, personal & advertising injury, with limits no less than \$1,000,000 per occurrence and \$2,000,000 in the aggregate.
2. **Automobile Liability:** ISO Form Number CA 00 01 covering any auto (Code 1), or if CONTRACTOR has no owned autos, hired, (Code 8) and non-owned autos (Code 9), with limit no less than \$1,000,000 per accident for bodily injury and property damage.

3. **Workers' Compensation:** as required by the State of California, with Statutory Limits, and Employer's Liability Insurance with limit of no less than \$1,000,000 per accident for bodily injury or disease.
4. **Professional Liability (Errors and Omissions) Insurance** appropriate to the CONTRACTOR'S profession, with limit of no less than \$1,000,000 per occurrence or claim, \$2,000,000 aggregate.
5. **Cyber Liability Insurance:** Cyber Liability Insurance, with limits not less than \$2,000,000 per occurrence or claim, \$2,000,000 aggregate. Coverage shall be sufficiently broad to respond to the duties and obligations as is undertaken by Vendor in this agreement and shall include, but not be limited to, claims involving infringement of intellectual property, including but not limited to infringement of copyright, trademark, trade dress, invasion of privacy violations, information theft, damage to or destruction of electronic information, release of private information, alteration of electronic information, extortion and network security. The policy shall provide coverage for breach response costs as well as regulatory fines and penalties as well as credit monitoring expenses with limits sufficient to respond to these obligations.

If the CONTRACTOR maintains higher limits than the minimums shown above, the COUNTY requires and shall be entitled to coverage for the higher limits maintained by the CONTRACTOR. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the COUNTY.

B. Other Insurance Provisions

The insurance policies are to contain, or be endorsed to contain, the following provisions:

1. **Additional Insured** – COUNTY, its officers, officials, employees, agents and volunteers are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of the CONTRACTOR including materials, parts, or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to the CONTRACTOR's insurance at least as broad as ISO Form CG 20 10 11 85 or if not available, through the addition of both CG 20 10 and CG 20 37 if a later edition is used).
2. **Primary Coverage** – For any claims related to this Agreement, the CONTRACTOR's insurance coverage shall be primary insurance as respects the COUNTY, its officers, officials, employees, agents and volunteers. Any insurance or self-insurance maintained by the COUNTY, its officers, officials, employees, agents or volunteers shall be excess of the CONTRACTOR's insurance and shall not contribute with it.
3. **Notice of Cancellation** – Each insurance policy required above shall provide that coverage shall not be canceled, except with notice to the COUNTY.
4. **Waiver of Subrogation Rights** – CONTRACTOR hereby grants to COUNTY a waiver of any right to subrogation which any insurer of said CONTRACTOR may acquire against the COUNTY by virtue of the payment of any loss under such insurance. CONTRACTOR agrees to obtain any endorsement that may be necessary to effect this waiver of subrogation, but this provision applies regardless of whether or not the COUNTY has received a waiver of subrogation endorsement from the insurer.
5. **Deductibles and Self-Insured Retention** – Any deductibles or self-insured retentions must be declared to and approved by the COUNTY. The COUNTY may

require the CONTRACTOR to purchase coverage with a lower deductible or retention or provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention.

6. **Acceptability of Insurers** – Unless otherwise approved by Risk Management, insurance shall be written by insurers authorized to do business in the State of California and with a minimum A.M. Best's Insurance Guide rating of "A- VII".
7. **Verification of Coverage** – CONTRACTOR shall furnish the COUNTY with proof of insurance, original certificates and amendatory endorsements as required by this Agreement. The proof of insurance, certificates and endorsements are to be received and approved by the COUNTY before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive the CONTRACTOR's obligation to provide them. The CONTRACTOR shall furnish evidence of renewal of coverage throughout the term of the Agreement. The COUNTY reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.
8. **Failure to Procure Coverage** – In the event that any policy of insurance required under this Agreement does not comply with the requirements, is not procured, or is canceled and not replaced, COUNTY has the right but not the obligation or duty to terminate the Agreement. Maintenance of required insurance coverage is a material element of the Agreement and failure to maintain or renew such coverage or to provide evidence of renewal may be treated by COUNTY as a material breach of contract.
9. **Subcontractors** – CONTRACTOR shall require and verify that all subcontractors maintain insurance meeting all the requirements stated herein, and CONTRACTOR shall ensure that COUNTY is an additional insured on insurance required from subcontractors.
10. **Claims Made Policies** – If any of the required policies provide coverage on a claims-made basis:
 - i. The Retroactive Date must be shown and must be before the date of the contract or the beginning of contract work.
 - ii. Insurance must be maintained and evidence of insurance must be provided for at least five (5) years after completion of contract work.
 - iii. If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, the CONTRACTOR must purchase "extended reporting" coverage for a minimum of five (5) years after completion of contract work.
11. **Special Risks or Circumstances** – COUNTY reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.

Any change requiring additional types of insurance coverage or higher coverage limits must be made by amendment to this Agreement. CONTRACTOR agrees to execute any such amendment within thirty (30) days of receipt.

Any failure, actual or alleged, on the part of COUNTY to monitor or enforce compliance with any of the insurance and indemnification requirements will not be deemed as a waiver of any rights on the part of COUNTY.