

*Office of the Clerk of Superior Court
Pima County*

*110 West Congress Administration 131-A
Tucson, Arizona 85701-1317*

Gary L. Harrison
Clerk of the Superior Court

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February 10, 2025



To: Jan Leshar, County Administrator

From: Gary L. Harrison, Clerk of Superior Court

Re: Budget Supplement request.

Dear Ms. Leshar:

The Clerk of the Superior Court requested a supplement to our FY25/26 budget for several reasons. As you are hopefully aware, the Clerk's Office authored a document in 2022 describing in detail our strategic vision for 2023-2027, coinciding with Mr. Harrison's second term in office. In that document were our goals regarding recruitment, and retention.

In late 2023, we were made aware of the relocation of the Family Law division of Superior Court to Justice Court, which would require the Clerk's Office to have staff permanently relocated to Justice Court. We anticipate that this relocation will leave our department short-staffed in our primary location, necessitating the creation and recruitment of additional Courtroom Clerk positions.

Also in the fall of 2023, the Administrative Office of the Courts (AOC) commissioned a compensation study for Clerks of the Court across the state. This market study was done in response to numerous County Clerks reporting to the AOC the ongoing problems they were experiencing with recruiting and retention due to low wages as compared to employers in their surrounding communities.

In keeping with our long-range goals established in our Pima County Clerk of Superior Court Strategic Vision 2023-2027 documentation, our request for a supplement to our base budget regarding courtroom clerk salary adjustments reflects our near-term needs in conjunction with our long-term goals. Below are some relevant highlights from that document followed by current conditions that prodded us to request a supplement. Our "Reinvestment in Human Capital" implementation included specific items to establish career pathways and specialized training. Those methods for attracting and retaining staff, outlined then, have mostly been implemented to one degree or another.

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They are as follows:

- Create employee development plans
- Offer employee training and workshop courses online
- Provide mentorship opportunities
- Support independent learning activities
- Encourage participation in virtual events
- Enhance promotional opportunities

We also continue to enhance our Clerk of Superior Court Employee Value Proposition (EVPs) model to help ensure recruiting efficiency, performance, retention, and productivity while diminishing turnover and recruitment costs.

Some of those key items are:

- Career development
- Ongoing education
- Clear pathways towards advancement
- Work environment
- Present a positive company culture
- Workplace flexibility/work from home (post-pandemic)

The above highlighted items are, and have been, part of our long-term strategic goals. How they apply to the current request to fund courtroom clerk salaries must be dovetailed with the future needs of that unit, specifically the transfer of the Family Law Bench from Superior Court to Justice Court in 2026. We anticipate that six (6) Commissioners will be moving to Justice Court.

The movement of the Family Law Bench to Justice Court will necessitate the relocation of ten (10) courtroom clerks plus the addition of a new supervisor position. With a current roster of 38 courtroom clerks to cover 36 divisions and two Hearing Officers, that movement will essentially gut our courtroom clerk division. (We are anticipating that Superior Court could expand to a total of 40 divisions in the near future based on current vacancies and population parameters). Our coverage of the Superior Court judiciary will be diminished and suffer due to a lack of staff. If you will recall, the average time for training a new courtroom clerk for a single discipline is roughly 4-6 months, depending on the discipline (Criminal, Family Law, Civil, etcetera).

Due to our lack of training resources (senior, fully trained courtroom clerks) we can only train a few clerks at a time and still provide adequate coverage of court hearings. Our goal is to "over staff" the courtroom clerks, with 1-2 disciplines, over the next 12-18 months in preparation for the move of 11 staff to Justice Court. To do otherwise would leave us extremely short staffed at Superior Court as we will not have the flexibility to offer adequate coverage of hearings as we are mandated by A.R.S. §12-283.¹ Please

¹ A.R.S. 12-283 A (1) Attend each session of the court held in the county.

keep in mind that we need enough trained clerks to allow for sick days, COJET requirements, vacations, training, etc. In combining our long-range goals as described previously in addition to the near future need of hiring courtroom clerks to deploy to justice court, the need to act is urgent.

Additionally, since August 2023, we have lost approximately sixteen Courtroom Clerks, whose time with our department ranged from 8 years to several months. Those sixteen staff comprise an estimated 106 months of training lost to the Courts. The supplement request will allow us to implement our EVP model and create tiers of courtroom clerks based on the number of disciplines (Benches) that they are proficient in, and to some extent, tenure. This will create the pathways towards advancement, career development, enhancing promotional opportunities, and employee retention. The current situation, from the Pima County compensation study done in 2023, has all our courtroom clerks in one grade (6). Making these adjustments now will hopefully allow us enough time to recruit, train, and deploy staff as required to cover all superior court hearings in the future.

The proposed tiers are as follows²:

Grade	Disciplines/Benches	Title	# of staff
6	1-2	Superior Courtroom Clerk	13
7	3, pass probation period	Superior Courtroom Clerk	11
8	4+	Superior Courtroom Clerk 1	6
9	Above plus be a trainer	Superior Courtroom Clerk 2	4
10	Above + be a supervisor	Superior Courtroom Clerk 3	4

The final reason for our request stems from a compensation study completed by the (AOC) on behalf of the Clerks of Superior Court statewide, in December of 2023. In that market study, the AOC commissioned a compensation study specifically for positions within the Clerk of Superior Court offices for all 15 counties in Arizona, to address the low wages affecting the ability to attract, hire, and retain employees. The study was limited to positions that ranged from entry level to supervisory positions, including the courtroom clerk positions. A copy of the report and a letter to the County Manager from the Executive Director, Dave Byers, is attached for your review.

In conclusion, the reason for our supplemental request is to get ahead of the known move of the Family Law Bench to Justice Court, and to avoid any coverage issues post move. The proposed implementation of having tiered positions based on training and tenure will allow us to implement our EVP model and work towards our long-term goals of career advancement, promotional opportunities, and employee retention, as listed in our "Strategic Vision." The proposed tiered approach also implements the AOC's compensation study "Clerk Pay Rates" to support our long-term goals and addresses long standing recruitment and retention issues. We ask for your support, regarding our

² Currently, all courtroom clerks are in Grade 6, regardless of tenure or training completed.

supplement request, for a department of Pima County that is a member of the broader legal community in Pima County.

Attachments:

Letter to County Manager from David Byers, Executive Director, AOC

Employers Council 2024 Clerk Base Pay Ranges, 1 page.

Employers Council Proposed 2024 Clerk Base Pay Ranges by County, 2 pages.

Employers Council 2024 Compensation Study for Administrative Office of the Courts, Prepared November 2023, 5 pages.

Pima County Clerk of Superior Court Strategic Vision 2023-2027, pages 13 and 14.

LETTER TO COUNTY MANAGER
FROM DAVID BYERS, EXECUTIVE DIRECTOR,
ADMINISTRATIVE OFFICE OF THE COURTS



Supreme Court

STATE OF ARIZONA
ADMINISTRATIVE OFFICE OF THE COURTS

ROBERT M. BRUTINEL
CHIEF JUSTICE

DAVID K. BYERS
ADMINISTRATIVE DIRECTOR
OF THE COURTS

January 18, 2024

Dear County Manager:

In August 2023, the Arizona Supreme Court Administrative Office of the Courts (AOC) commissioned a comprehensive market study aimed at understanding the compensation structure for court deputy clerks in each county and how salaries compared to the marketplace. Clerks' offices provide a constitutionally required service within the superior court and frankly, many offices are having extreme difficulties recruiting and retaining staff. The study was conducted by Employers Council, a reputable research firm known for its thorough and unbiased analyses.

The findings of the study indicate a significant disparity between the current salaries and the market average. The study provided county-level detail and takes into account the market in your county. This disparity is the most significant reason for high turnover rates, difficulty in recruiting, and ultimately, a decline in the quality of service provided to your community.

I know that you have many compensation issues to consider. I hope you will give serious attention to this one. The Clerk's office needs to be able to provide quality and timely work. They are a key player in the justice system.

I hope this study is useful to you.

Thank you for your time and consideration.

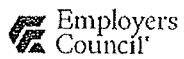
Sincerely,

A handwritten signature in black ink, appearing to read "David K. Byers", written over a horizontal line.

David K. Byers
Executive Director

DB:lsw
Attachment

EMPLOYERS COUNCIL 2024 CLERK BASE
PAY RANGES (Chart, 1 page)



Arizona Supreme Court
Administrative Office of the Court
2024 Clerk Base Pay Ranges

Salary Structure	Pay Range Spread	Pricing Updated As Of	Midpoint Based On
Clerk Pay Ranges, Levels	40 Percent	1/1/2024	Market Rate (50th)

Clerk Pay Rates 2024			
Job Level	Min Hourly Rate	Mid Hourly Rate	Max Hourly Rate
Associate Level Clerk	\$21.63	\$25.96	\$30.29
Intermediate Level Clerk	\$23.44	\$28.13	\$32.81
Advanced Level Clerk	\$24.84	\$29.81	\$34.78

Note: It is our recommendation that all employees who hold positions within these levels be brought to the new minimum of the range. This is to preserve the integrity of the pay structure and ensure equity between employees in

EMPLOYERS COUNCIL PROPOSED 2024
CLERK BASE PAY RANGES BY COUNTY
(Chart, 2 pages)



**Arizona Superior Courts
Proposed 2024 Clerk Base Pay Ranges by County**

Associate Level				Minimum	Midpoint	Maximum
County	Nearest Metro	% Difference	Multiplier	\$21.6346	\$25.9615	\$30.2885
Apache	St. Johns	-4.40%	0.956	\$20.6827	\$24.8192	\$28.9558
Cochise	Tucson	-4.40%	0.956	\$20.6827	\$24.8192	\$28.9558
Coconino	Flagstaff	-4.40%	0.956	\$20.6827	\$24.8192	\$28.9558
Gila	Payson	-5.40%	0.946	\$20.4663	\$24.5596	\$28.6529
Graham	Safford	-2.90%	0.971	\$21.0072	\$25.2087	\$29.4101
Greenlee	Safford	-2.90%	0.971	\$21.0072	\$25.2087	\$29.4101
La Paz	Parker	-6.80%	0.932	\$20.1635	\$24.1962	\$28.2288
Maricopa	Phoenix	N/A	N/A	\$21.6346	\$25.9615	\$30.2885
Mohave	Kingman	-6.80%	0.932	\$20.1635	\$24.1962	\$28.2288
Navajo	Holbrook	-5.80%	0.942	\$20.3798	\$24.4558	\$28.5317
Pima	Tucson	-5.40%	0.956	\$20.6827	\$24.8192	\$28.9558
Pinal	Florence	-0.03%	0.997	\$21.5697	\$25.8837	\$30.1976
Santa Cruz	Nogales	-4.70%	0.953	\$20.6178	\$24.7413	\$28.8649
Yavapai	Prescott	-5.60%	0.944	\$20.4231	\$24.5077	\$28.5923

Intermediate Level				Minimum	Midpoint	Maximum
County	Nearest Metro	% Difference	Multiplier	\$23.4375	\$28.1250	\$32.8125
Apache	St. Johns	-4.40%	0.956	\$22.4063	\$26.8875	\$31.3688
Cochise	Tucson	-4.40%	0.956	\$22.4063	\$26.8875	\$31.3688
Coconino	Flagstaff	-4.40%	0.956	\$22.4063	\$26.8875	\$31.3688
Gila	Payson	-5.40%	0.946	\$22.1719	\$26.6063	\$31.0406
Graham	Safford	-2.90%	0.971	\$22.7578	\$27.3094	\$31.8609
Greenlee	Safford	-2.90%	0.971	\$22.7578	\$27.3094	\$31.8609
La Paz	Parker	-6.80%	0.932	\$21.8438	\$26.2125	\$30.5813
Maricopa	Phoenix	N/A	N/A	\$23.4375	\$28.1250	\$32.8125
Mohave	Kingman	-6.80%	0.932	\$21.8438	\$26.2125	\$30.5813
Navajo	Holbrook	-5.80%	0.942	\$22.0781	\$26.4938	\$30.9094
Pima	Tucson	-5.40%	0.956	\$22.4063	\$26.8875	\$31.3688
Pinal	Florence	-0.03%	0.997	\$23.3672	\$28.0406	\$32.7141
Santa Cruz	Nogales	-4.70%	0.953	\$22.3359	\$26.8031	\$31.2703
Yavapai	Prescott	-5.60%	0.944	\$22.1250	\$26.5500	\$30.9750

Advanced Level				Minimum	Midpoint	Maximum
County	Nearest Metro	% Difference	Multiplier	\$24.8399	\$29.8077	\$34.7755
Apache	St. Johns	-4.40%	0.956	\$23.7469	\$28.4962	\$33.2454
Cochise	Tucson	-4.40%	0.956	\$23.7469	\$28.4962	\$33.2454
Coconino	Flagstaff	-4.40%	0.956	\$23.7469	\$28.4962	\$33.2454
Gila	Payson	-5.40%	0.946	\$23.4985	\$28.1981	\$32.8976
Graham	Safford	-2.90%	0.971	\$24.1195	\$28.9433	\$33.7670
Greenlee	Safford	-2.90%	0.971	\$24.1195	\$28.9433	\$33.7670
La Paz	Parker	-6.80%	0.932	\$23.1508	\$27.7808	\$32.4107
Maricopa	Phoenix	N/A	N/A	\$24.8399	\$29.8077	\$34.7755
Mohave	Kingman	-6.80%	0.932	\$23.1508	\$27.7808	\$32.4107
Navajo	Holbrook	-5.80%	0.942	\$23.3992	\$28.0788	\$32.7585
Pima	Tucson	-5.40%	0.956	\$23.7469	\$28.4962	\$33.2454
Pinal	Florence	-0.03%	0.997	\$24.7654	\$29.7183	\$34.6712
Santa Cruz	Nogales	-4.70%	0.953	\$23.6724	\$28.4067	\$33.1410
Yavapai	Prescott	-5.60%	0.944	\$23.4489	\$28.1385	\$32.8281

EMPLOYERS COUNCIL 2024 Compensation
Study for Arizona Supreme Court
Administrative Office of the Court,

Prepared: November 2023

(5 pages)

Arizona Supreme Court Administrative Office of the Court 2024 Clerk Compensation Study

Methodology Report

Prepared: November 2023

Prepared by:

Jennifer Olson

Compensation Consulting Services

303.223.5390

Jolson@EmployersCouncil.org

Introduction

Arizona Supreme Court's Administrative Office of the Courts asked Employers Council consultants to conduct a salary survey market analysis of jobs in the offices of the Clerks of the Superior Court, as defined into three levels for all 15 counties and create new 2024 salary ranges based on the market data collected. This report presents the methodology we follow when designing and reviewing compensation systems. Highlights of this process are included below.

❑ Review Strategy and Philosophy

Arizona Supreme Court's Administrative Office of the Courts (AOC) has, on an individual county basis, conducted ad hoc reviews of salary ranges within the Clerks' offices, based on competitors within the area and on a per position basis. Jennifer Olson, Employer's Council Consultant, met with Theresa Barrett, Manager, AOC Court Programs Unit, and Kay Radwanski, Senior Court Policy Analyst, to discuss the current challenges, such as employee concerns regarding pay, the need to remain competitive with all county markets, and the need to create consistency across the county Clerk pay structures using accurate market data. Kay and Theresa explained that prior to the study being conducted, it was generally agreed that the study would analyze three levels of Clerk duties to represent the whole of various Clerk positions across counties. This approach was designed to best meet the needs of all counties.

❑ Compare Positions to Salary Surveys

We compared the functions and qualifications of the three levels of Clerk job duties among Arizona's 15 counties to those in the salary surveys. The levels were named 'Associate,' 'Intermediate,' and 'Advanced.' We reviewed the job description summaries of these levels to identify matches to the jobs in salary surveys. We do not match jobs by title, but by the duties of the role. This includes factors such as the degree of knowledge/skill, job family progression, scope of decision-making authority, and autonomy. While exact matches may not always occur, we took care to ensure that a significant degree of comparability existed before using the survey data. We strive for a 70 to 80 percent correlation between the incumbent's job responsibilities and the duties listed in the surveys. Where jobs perform multiple functions, job matches were weighted according to the time spent performing each function of the job. Where survey descriptions represented the overall function of a position, but did not represent the appropriate level or scope, we applied a differential (a premium or discount) to the data to represent the skill level or responsibility of the position more accurately. **Special attention was paid to the survey matches to accurately represent Clerk roles within the Superior Court. This data was**

gathered specifically for use by the Superior Court in accordance with the Clerks offices' unique duties and skills required.

We solicited input and feedback via email and virtual meetings from the volunteer Clerk workgroup, as well as Ms. Barrett and Ms. Radwanski, regarding the survey job matches to ensure accuracy and reflect appropriate survey data.

☐ Identify Appropriate Salary Surveys and Data Lines

Employers Council consultants use well-established salary surveys as the sources for market data. The specific surveys and the data lines used in this analysis are as follows:

- Peer Data (Employers Council Survey) - 2023 – Colorado, Public Employers
- Economic Research Institute (ERI) 2023 – Phoenix, AZ, State Government, 150 Employees

After we obtained a final job match, with approval from the workgroup, we collected the salary information. We made efforts to use data with 30 incumbents or more whenever possible to have a more statistically accurate average. Peer (Employers Council) and Economic Research Institute (ERI) collect data directly from organizations through surveys they conduct or through purchasing third-party surveys with verifiable and reliable data. Peer and ERI survey data is reviewed by a PhD statistician for accuracy and significance before its release. ERI salary data is updated quarterly.

☐ Adjust Salary Survey Data

Since the effective dates of the salary survey data varied by survey, Employers Council aged the data and brought it forward to a common date of January 1, 2024. We used an adjustment factor that represents the annual percent of salary movement for state and local government sector workers. The U.S. Department of Labor, Bureau of Labor Statistics, compiles and publishes the Employment Cost Index (ECI) each quarter. The ECI reflects the percentage change in employer costs for employee compensation year over year. The ECI rate as of September 2023 was 4.8 percent for state and local government workers. We prorated this factor based on the period from each survey's information collection date to January 1, 2024.

Data collected from a different location, such as from Colorado, was adjusted by a geographic differential factor to the base location used—Phoenix, AZ. The differential factor in the Cost-of-Labor from Colorado to Phoenix, AZ is -6.2 percent. This differs from the Cost-of-Living factor, which is determined by the cost of goods and services. The Cost-of-Labor factor is determined by the cost of wages in the area. Generally, this factor is more stable over time than the Cost-of-Living or inflation. This geographical factor is gathered from our secondary source, ERI, which collects national salary data directly from organizations that is reviewed and approved by a PhD statistician. This data is updated

quarterly, as well. Since the market data and pay ranges are based on Phoenix, AZ, rates, a table was created for the Clerk's offices to use to adjust the pay ranges for the cost for labor in each county.

☐ Create Pay Ranges

Each Clerk level's salary range was based on the salary data collected and each job's progression within the organization. We used the aggregate market 50th percentile of the survey data as the range midpoint. Paying at the 50th percentile of the survey data is considered paying competitively or 'meeting the market.' Minimum and maximum values were determined based on the grade midpoint using a spread of 40 percent. As market data focuses on payment for the job, the salary range allows an organization to pay the incumbent according to organizational philosophy and strategy. This can include previous education and experience, performance, length of service or any other criteria that is deemed important.

It is also important to note that in this case we used 'levels' to ultimately determine the payment for unique jobs across the counties. Comparing the county's job description to the Clerk level job summary will be the best tool to determine job placement in the three-level structure.

To be consistent, employees should be paid no lower than the minimum of the salary range. When hiring, however, employers may have to pay higher than the minimum to attract the best candidate. Many employers choose not to exceed the midpoint as a hiring rate. Employees should not be paid higher than the range maximum. If a pay rate approaches and exceeds the maximum, the organization can still provide an increase; it is recommended it be given as a lump-sum bonus rather than added to the base. These practices preserve the integrity of the structure.

☐ Review Implementation

Future considerations may include assessing the pay ranges of Supervisor level and above to avoid wage compression after raising the rates of the Clerks in the three levels represented. To have a competitive, market-driven compensation system and avoid salary compression, upward adjustment of the range structure is necessary. "Salary compression" exists when an employee's base salary is close to, or more than, a longer-service employee or supervisor within the same job family. Some causes include market pressures to pay more to hire qualified, talented employees, limited pay increase budgets, extended overtime, too much range overlap, or implementation of a new structure to play "catch-up" with labor market movement. When many incumbents fall below the new minimum, the compression problem escalates. Rarely can organizations achieve external (market), as well as internal and individual equity (compression) compensation goals. They are inherently in conflict.

☐ Final Recommendations

Compensation is a fluid and dynamic part of human resources. We suggest that a review of the compensation plan continue to be completed periodically to meet the objectives of the program. An annual market review and comprehensive analysis of the compensation structure every three to five years is recommended to stay competitive within the market. Regular market studies can provide valuable information regarding high-turnover positions, and new or key roles.

Our recommendation is to align compensation with the market, or the 50th percentile, whenever feasible. Compensation is a significant consideration for candidates when deciding whether to accept or resign a position. While compensation is not the only factor, it is a critical advantage organizations can leverage to recruit and retain top talent. Ultimately, balancing a variety of factors, including performance and organizational goals, along with market analysis are part of the salary decision process.

We appreciate the opportunity to support your efforts in maintaining a competitive salary structure. Please let us know if you have any questions or concerns about this project.

Pima County Clerk of Superior Court
Strategic Vision 2023-2027,
(Selection, Pages 13 and 14)

Initiative 4 – Business Flow Changes vs. Post Pandemic Workforce

The Clerk's strategic initiatives (efiling, document management workflows and data analytics) all converge into the one area that has impacted the Clerk's office and the workforce worldwide – attracting and retaining staff.

Just prior to the pandemic, members from the Clerk's Executive Team were reviewing the upcoming business changes, matching that against the known challenges of recruitment/retention and how those factors would impact staff reclassifications and salaries. The challenge back in 2019 centered on where we were as an organization (mostly paper) to where we were headed (paper-lite or paper/electronic hybrid). Entry level jobs that entail "pushing paper" saw a huge decline in recruitment and retention since the early 2000's. Even more specialized positions (courtroom clerk staff) have seen a major decline in recruitment and retention. It is estimated that the Clerk's workforce has dropped by 15% since the early 2000's.

However, when the pandemic hit, the needs of the workforce dramatically shifted. Put simply, an entry level position in Clerk of Superior Court's office is competing with the increased minimum wage service jobs, the legal community, and other courts. The work from home push changed the employment landscape in a major way. These two factors (the need to recruit + the perk of work from home) were energized by the pandemic and placed a spotlight directly on the Clerk's need to revisit its recruitment strategies.

One positive outcome of the pandemic years (late 2019 – 2022) was the increase in efilings in Pima County. Efilings shifts a traditional clerical position towards something a bit more technology based. Injecting an increased need for tech savvy staff is an opportunity for the Clerk to rebrand its work functions and reclassify many staff positions. But the stark reality of hiring across the entire labor force centers on recruitment and retention.

The Clerk's workforce has been up to the task so far. The recent efilings initiatives have set the table for creating an updated, yet simplified business flow that can translate into more specific job descriptions and compensation ranges.

To counter this shift in the workforce, a portion of the Clerk's Executive Team and HR staff began evaluating new methods for attracting and retaining staff in late 2022.

The following have been implemented, or will be implemented, to meet the modified workforce requirements of the Clerk of Superior Court's office, contingent upon available funding:

1. The Clerk of Superior Court would have to implement a new "Reinvestment in Human Capital" through the establishment of Clerk of Superior Court career pathways and specialized training

- a. Create employee development plans
 - b. Offer employee training and workshop courses online
 - c. Provide mentorship opportunities
 - d. Support independent learning activities
 - e. Encourage participation in virtual events
 - f. Enhance promotional opportunities
2. Continue to enhance the current Clerk of the Superior Court Employee Value Proposition (EVPs) model to ensure recruiting efficiency, performance, retention, and productivity while diminishing turnover and recruitment costs.
- a. Competitive Salaries + Financial Rewards (post-pandemic)
 - b. Employment Benefits (post-pandemic)
 - c. Career Development, Ongoing Education and Clear Pathways Towards Advancement
 - d. Work Environment
 - e. Company Culture
 - f. Workplace Flexibility/Work from Home (post-pandemic)
 - g. Present a Positive Company Culture
 - h. Increased Emphasis on DEI (diversity, equity, and inclusion)
3. Reinvest in workspaces and surrounding environment
- a. Updated/modern workspace (desks, chairs, wall coverings, lighting)
 - b. Updated/modern service areas
 - c. Positive environment (see 2.e and 2.g)
4. Recognize Retention Starts at Recruiting
5. Identify Talent
- a. Identify those who share the Clerk's philosophy, goals and objectives
 - b. Identify future leaders
6. Stay Current with Employee Incentive Trends (e.g., remote work options where possible)
7. Responsiveness to employees needs and requests
8. Engage with Employees
9. Put Data (and AI) to Work (both from the HR and employee tasks side of the office)
10. Be Prepared for Turnover
- a. Succession planning

The substantial shift from a hybrid paper/electronic model (that is mostly fueled by filed paper and scanned) has been a massive change in the business model. In a paper-heavy environment,