

Classification and Compensation Practices Study 2023 - 2024

Overview & Job Profile Navigation for
Managers/Supervisors of Staff
(including Administrators and Department Chairs)

Office of Human Resources and Strategic Talent Management
Classification and Compensation
January, 2024

Agenda

- Background
- 2023 – 2024 Study Timeline
- What's New?
- Create/Update Job Profiles
- **Supervisor's – Required Actions**
- Resources
- Appendix

Background

- Segmented improvements to MC's classification and compensation system were implemented based on previous studies in 2012, 2015, and 2018, however, a ***comprehensive*** review and ***redesign*** of the system has not occurred in the last two decades.
- A compensation maintenance study was conducted in 2020-2021. Due to the shifting dynamics within the labor market at that time due to the COVID-19 pandemic, the College chose to not implement any changes based on the data from that study.
- Due to the evolving nature of the organization and the workforce, we want to ensure our compensation program is competitive and aligns with the market.

Why Are We Conducting This Study?

- MC's P&P 33001 stipulates the maintenance of the classification system should occur every 12 to 24 months or as needed.

- Purpose - comprehensive review of MC's
 - Job classification structures
 - Design and documentation of our jobs
 - Compensation practices and salary structures

- Goal
 - To ensure MC has a relevant and competitive compensation and total rewards program that allows for adaptation to changing market conditions.

2023 – 2024 Study Timeline

September 2023 –
October 2023

October 2023 –
January 2024

January 2024 –
February 2024

March 2024 –
June 2024

June 2024 –
August 2024

September 2024 –
October 2024

Project Initiation
and Data
Collection

Stakeholder
Interviews and
Overview
Sessions

Market
Assessment

Pay Structure
Review

Policies and
Practices Review

Report of
Findings and
Recommendations

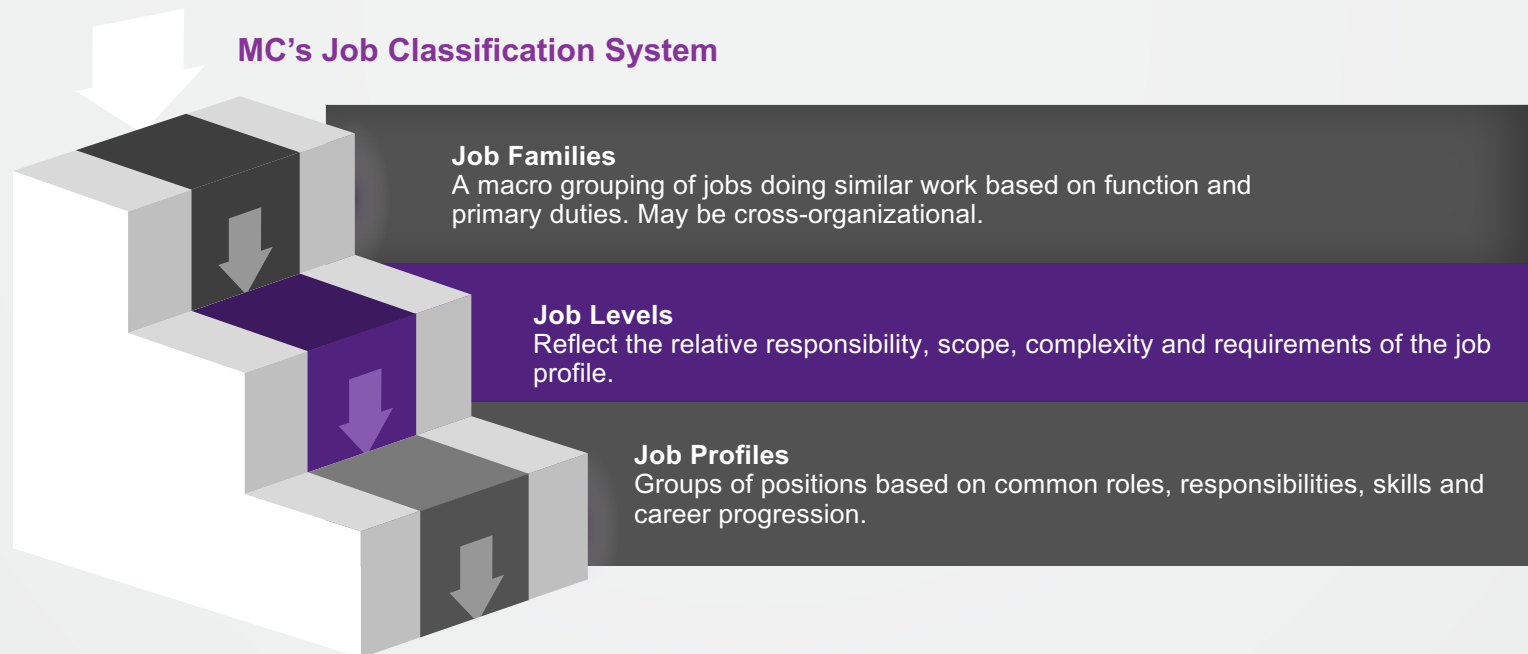
What's New?

- Job Profiles
- Job Competencies
- Job Levels
- Job Description Questionnaire



Job Classification System

A systematic way of organizing the type and level of work performed within the College. These elements combined create a holistic view of a job.



Job Profile: All-In-One

- Job profiles clearly and succinctly define the roles necessary for MC to operate and achieve its' mission.
- Job profiles promote a common understanding of the purpose and essential functions of the job.
- Job profile content is not intended to be an exhaustive list of all duties and tasks of a position.
- HRSTM classification and compensation is responsible for documenting and managing job profiles, with feedback and input from supervisors.
- Streamlined job documentation facilitates consistency across the organization.

Job Profile Competencies

- Job Profile competencies differ from the Collegewide competencies.
- Job Profile competencies reflect the *role of the job*; Collegewide competencies align with *performance expectations* based on the College's values and code of conduct.

| Collegewide Competencies | Job Profile Competencies |
|---|--|
| Integrity and Trust | Decision Making |
| Service Excellence | Problem Solving |
| Innovation, Initiative, & Adaptability | Independence of Action |
| Inclusion and Respect | Communication and Collaboration |
| Accountability and Stewardship | |
| Teamwork and Collaboration | |
| Communication | |

Job Leveling

- Systematic and transparent approach to categorizing jobs based on their relationship to one another on a collegewide basis.
- Broad, cross-functional characteristics are grouped into levels according to the job's required knowledge, skills, competencies and credentials.
- Job levels reflect the *internal* alignment of the job whereas the salary structure reflects the *external* alignment to the market.
- Fundamental component of career ladders.

Job Levels

- Job Levels are categories assigned to job profiles
- Job level placement is determined based on the following criteria:
 - Job Profile Competencies
 - Supervisory responsibility / reporting relationships
 - Minimum experience
 - Technology / Literacy / Proficiency
- Job levels do not always align with job titles.

| Financial Aid Job Hierarchy | Job Level |
|--|---------------------|
| Director of Financial Aid | Management I |
| Campus Student Financial Aid Director | Supervisor |
| Financial Aid Counselor | Support IV |
| Financial Aid Specialist | Support III |
| Financial Aid Assistant | Support II |

Job Description Questionnaire

- Tool used to gather information about a job. Most common use is to create or update a job profile.
- Added/enhanced sections included in the new JDQ include:
 - Knowledge, Skills, and Abilities
 - Competencies
 - Languages
 - Fiscal Responsibility
 - Supervisory Responsibilities
 - Travel
 - Telework Eligibility

Job Profile Changes

- Job profiles are intended to capture the essential functions and purpose of a job, not every job-related task.
- Job Profiles reflect the *job* (the work) and not the *individual* (the person) performing the job. This means that **all** “like job” positions will have one common profile (e.g., administrative aide II, financial aide counselor, building service worker, etc.)
- The HRSTM Classification and Compensation team are the stewards of the College’s job profiles, ensuring accuracy, currency, and consistency.
- Supervisors advise on the content of job profiles and may suggest changes or updates to a job profile. (However, job profile content will only be edited if the changes encompass **all** positions assigned to that job profile.)
- The HRSTM Classification and Compensation team will notify supervisors of changes if positions under their purview are impacted by job profile changes.

Create/Update a Job Profile

- Reasons to create/update a job profile
 - If it is a new position
 - When a major or significant change occurs in the work performed to a current position
 - If a change is recommended in association with a recruitment (Job Profiles are required to be reviewed prior to posting a job.)
- In Workday
 - Search bar enter Create Request
 - Complete: Request: Job Profile Update
 - Request is routed to Classification and Compensation for review
 - Upon approval, Classification and Compensation will inform the supervisor

Supervisor's - Required Actions

- Review job profiles of all staff within your unit/area.
- Review new items such as skills including proficiency level, competencies, and languages.
- Inform Classification and Compensation of any concerns at your earliest convenience, and no later than **February 7, 2024**.

Key Takeaways

- The job profile replaces the position description and job class specification.
- The job profile reflects the job (work) and not the individual (person).
- The job description questionnaire (JDQ) is a tool used to gather information about a job.
- Job leveling characterizes jobs based on their relationship to other jobs (reflects internal alignment) on a collegewide basis.
- Job profile competencies identify how jobs differ from one another in terms of job level.
- HRSTM Classification and Compensation team has the responsibility for job profile documentation and maintenance.
- Supervisors may suggest/request changes to the job profile content.

Resources

- [FY24 Classification and Compensation Practices Study](#)
- [Job Wizard Migration](#)
- [How to View Job Profile in Workday](#)
- [Job Level Guide](#)
- [Job Description Questionnaire](#)
- Class.CompTeam@montgomerycollege.edu

Questions?

Appendix

Job Wizard Migration to Workday

| Job Wizard - Job Class Spec & Position Description | Workday - Job Profile |
|--|--|
| Class Number | Job Code |
| Position Number | Position ID |
| Class Grade | Compensation Grade |
| Class Title | Job Profile Name |
| Position Working Title | TBD |
| FLSA | Pay-Job Exempt |
| Union Status | Associated with Position-Position Restrictions in Employee Profile |
| Class Summary | Job Description Summary |
| Essential Functions | Job Description - Essential Functions |
| Required Knowledge, Skills, and Abilities | Job Description - Required Knowledge, Skills, and Abilities |
| Minimum Education, Training, and Experience Required | Job Description - Minimum Education, Training, and Experience Required |
| Physical Demands | Additional Job Description - Physical Demands |
| Work Environment | Additional Job Description - Work Environment |
| Licenses and Certifications | Qualifications - Certifications |
| Minimum Education, Training, and Experience Required | Qualifications - Education |
| | Qualifications - Competencies ^{a)} |
| | Qualifications - Skills ^{a)} |
| | Qualifications - Languages ^{a)} |
| Designation as Essential Personnel | Overview - Job Classifications |
| Financial Disclosure | Additional Data - Financial Disclosure |
| Telework | Additional Data - Financial Disclosure |
| | Management Level ^{b)} |
| | Job Level ^{a)} |
| | Job Family ^{b)} |
| | Job Classifications ^{b)} |

^{a)} Created during Workday implementation

^{b)} New field