



# Classification and Compensation Reform: *Creating a Sustainable System*

**2013 HR Summit**

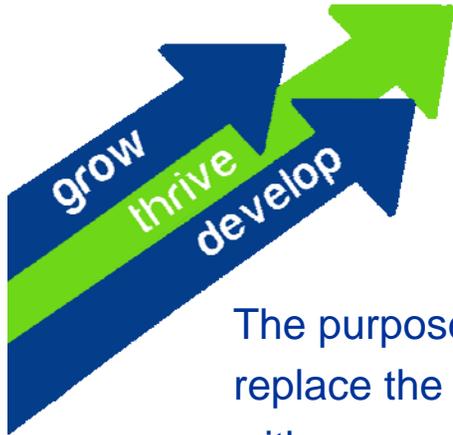
September 25-26, 2013

Kellogg Conference Hotel at Gallaudet University



**sustainable hr** 



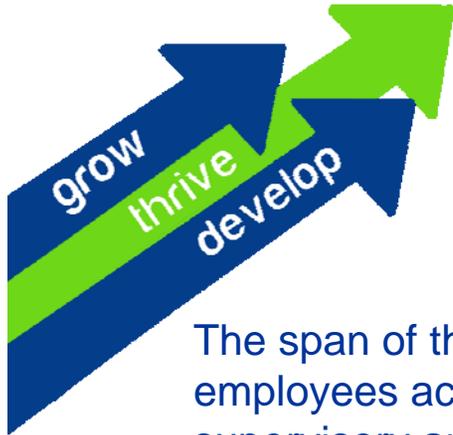


# Project Overview

The purpose of the Classification and Compensation Reform Project is to replace the District government's current job classification and compensation system with a new and modern system that supports the District's strategic goal to recruit, manage and retain a well-qualified and diverse workforce. The Classification and Compensation Reform Project is composed of five major work streams: Classification; Compensation; Information Technology; Policy; and Training.

The new system will:

- Be independent of the federal classification system;
- Be easier and more flexible to administer;
- Maximize the use of PeopleSoft by automating the job evaluation (classification) system;
- Use a simpler format that reflects the work performed by District employees;
- Identify career paths within agencies and throughout the District government;
- Ensure District compensation is competitive, equitable, and fiscally sound.

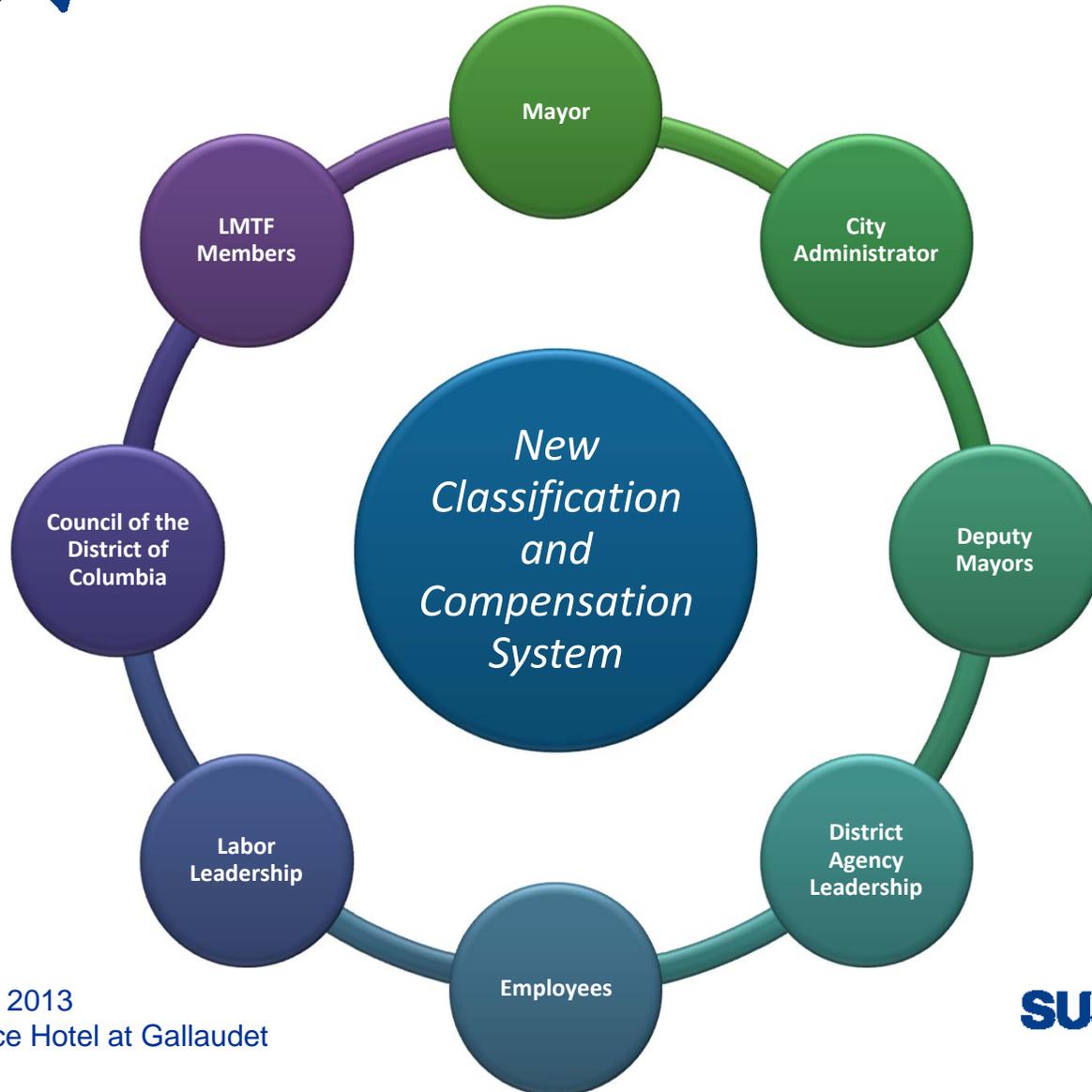


# Who's Involved?

The span of the project covers approximately 18,000 represented and non-represented employees across the District. In multiple phases, the project will transition both non-supervisory and supervisory jobs to the new market-based classification system.

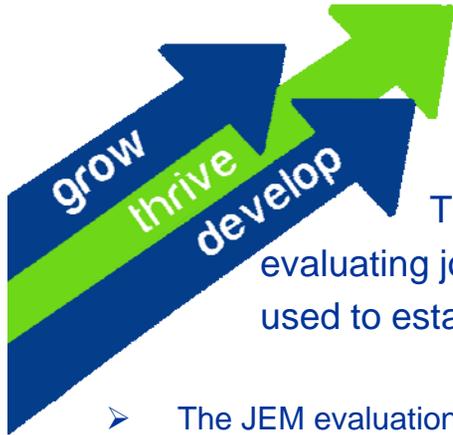
- All agencies under the personnel authority of the Mayor with the exception of sworn metropolitan police officers, firefighters, and personnel in DC Public Schools.
- Independent agencies that have employees covered by the Collective Bargaining Agreement for Compensation Units 1 and 2 are included.
- Independent agencies currently using the District pay schedules for non-union employees are included.

# Stakeholders



**2013 HR Summit**  
September 25-26, 2013  
Kellogg Conference Hotel at Gallaudet  
University





# What is JEM?

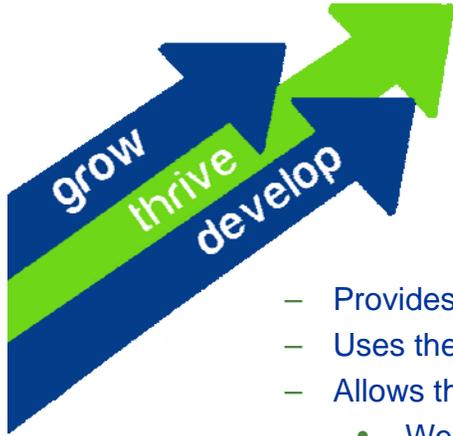
The Job Equivalency Method (JEM) classification approach is a systematic process of evaluating jobs that considers both the internal and external value of a job. The JEM process is used to establish internal equity among positions and to develop a foundation for a job ranking.

- The JEM evaluation results in a total point summary based on defined levels of compensable factors. Jobs are then assigned to salary grades based on their total point scores.
- The table below displays current evaluation factors

Current FES White Collar	Current FES Blue Collar	Proposed JEM
Knowledge	Skill	Leadership
Supervisory Controls	Knowledge	Communications & Customer Service
Guideline	Responsibilities	Decision Making
Complexity	Physical Effort	Impact of Decisions
Scope & Effect	Working Conditions	Work Complexity
Personal Contacts		Education
Physical Demands		Work Experience
Work Environment		Working Conditions

**2013 HR Summit**  
 September 25-26, 2013  
 Kellogg Conference Hotel at Gallaudet University

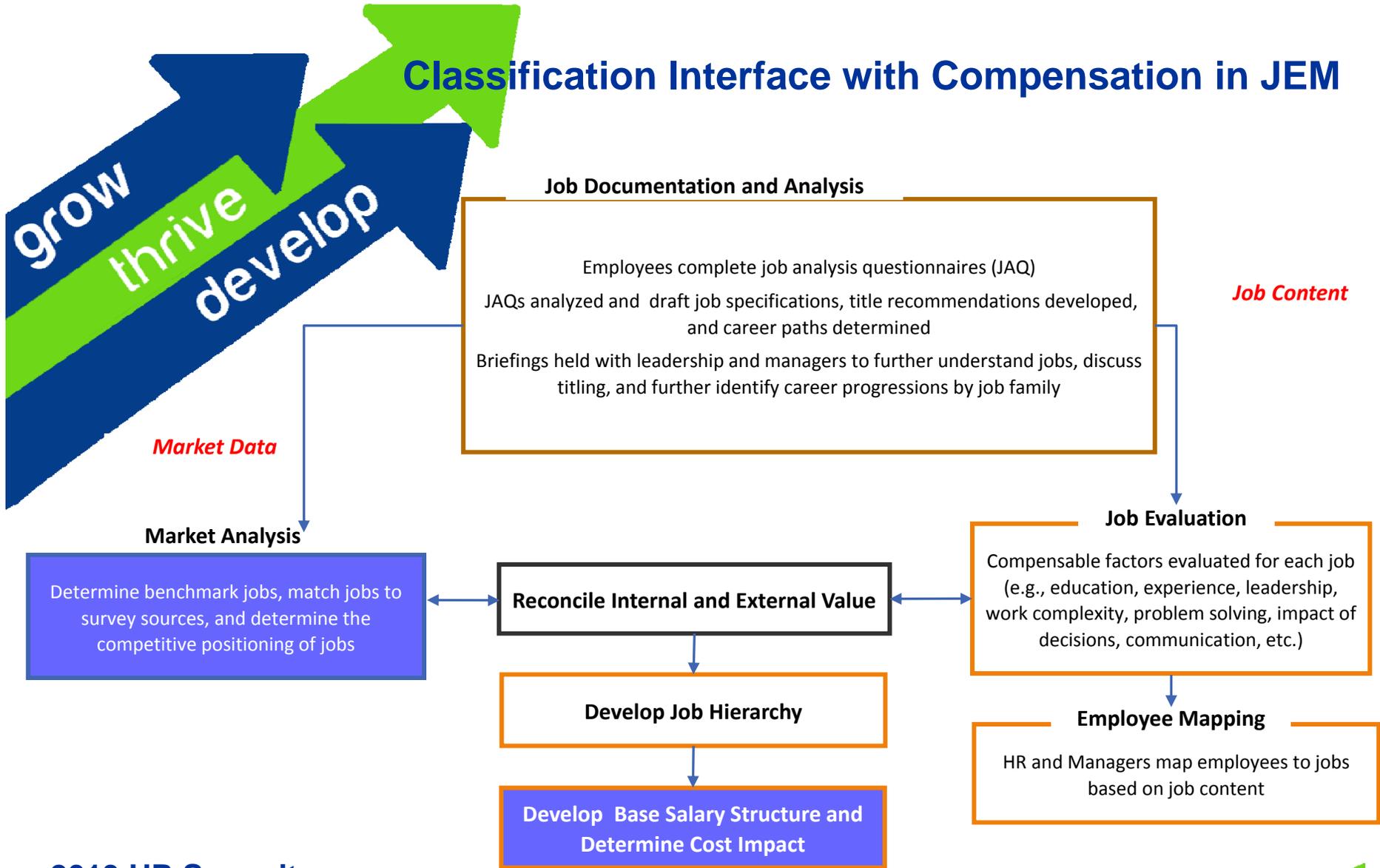




# Why JEM?

- Provides manageable number of factors compared to other factor-based programs
- Uses the most common factors found in the market place
- Allows the District to reflect their values in weighting of factors
  - We will use a manageable number of factors that will appropriately grade the job but not be administratively burdensome for the District:
  - These factors may be weighted differently based on role in the organization (i.e., blue collar vs. white collar vs. management)
- Predicts job grade based on a mix of internal and external values
- Provides a **defensible basis** for assigning a job to a grade based on a combination of points derived from the factors balanced with external market data from comparable organizations for which the District competes for talent
  
- **Key Differences from the District's current approach**
  - Focus on **external market and internal equity**
  - **Linkage to PeopleSoft** using a standard and **consistent calculation** method
  - **Flexible to create new classifications** based on business needs and changing market pressures
    - Current process is dependent on stagnant Federal classifications
    - Greater control over own classification process, similar to other jurisdictions

# Classification Interface with Compensation in JEM



2013 HR Summit  
September 25-26, 2013  
Kellogg Conference Hotel at Gallaudet University



# What's Changing?



The District is moving away from employee centered, agency-specific job descriptions to a job centered specification that captures “the essence” of the job, essential duties, and clearly describes the nature and purpose of the role throughout the District government.

*Move from...*

## Agency-specific Job Descriptions

- Multiple job descriptions across the City for the same work
- Job titles and grades may vary for essentially the same work
- Narrow view of job parameters; looking for the perfect “match”
- Administratively complex
- Difficult to maintain internal equity
- Difficult to create meaningful career paths

## City-wide Job Specifications

- Standard job specifications across the City for the same type of work
- Represents industry standard
- 80% rule applies to work performed
- Balance need for documentation that is sustainable over time, while providing enough detail to understand “the essence” of the job
- Provides data critical for performance management
- Career paths easily identified and defined

**2013 HR Summit**

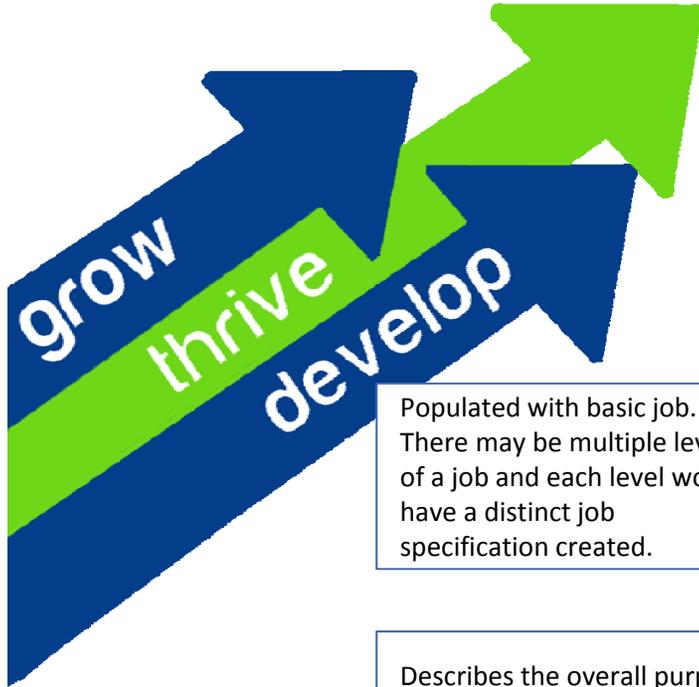
September 25-26, 2013

Kellogg Conference Hotel at Gallaudet University



# Job Specification Format

(sample description for illustration purposes only)



Populated with basic job. There may be multiple levels of a job and each level would have a distinct job specification created.

Describes the overall purpose and "essence" of the job in a few brief sentences.

Identifies distinctive attributes of this position that differentiate it from other positions in the same job specification.

Most jobs consist of four to six essential job responsibilities. This list is not meant to be "all inclusive," but should document those duties that are considered basic, indispensable and absolutely necessary.

## Sample

District of Columbia Job Specification

Job Title: Secretary I	Job Code: AS0011
Job Family: Administrative Support & Clerical	Pay Grade: A
Sub-Family: Secretarial Jobs Administrative Support	FLSA Status: Non-Exempt
EEO code:	Service Type: Administrative and Clerical

**Job Summary**

Under direct supervision, performs basic secretarial duties such as answering phones, preparing documents, coordinating administrative requests, typing documents and maintaining files. Coordinates meetings, conferences, and travel arrangements. Maintains schedules and calendars of the assigned staff.

**Distinguishing Characteristics**

This is the entry to intermediate level job and is the first level within the three level Secretary job progression. At this level, incumbents apply developing/basic working knowledge of the technical aspects of the job including software, tools and department/agency administrative processes. Work at this level is highly directed and routine, with decision making typically limited to selecting methods to complete tasks.

**Illustrative Duties & Responsibilities**

1.	Performs data entry and types all correspondence including letters, memorandums, agendas, reports, minutes, other documents. Prepares reports including checking for clerical and mathematical accuracy and completeness. Maintains control records on incoming correspondence and action documents and follow up work in process to ensure timely reply or action.
2.	Answers calls, and checks voicemails and either provides direct assistance or re-directs inquiries to the appropriate individual or department. Responds to written and oral requests for basic information.
3.	Copies, faxes, and emails a variety of documents and information on behalf of staff.
4.	Maintains basic filing systems— both electronic and paper— per established procedures. Searches files and retrieves filed materials. Maintains office records, locates and compiles data/ information from files for the development of reports.
5.	Maintains inventory of office supplies and replenishes stock through requisitions to concerned departments. Records the expenditures and forwards to appropriate department employees. Maintains the database of contacts including suppliers and distribution lists and makes updates on any changes.
6.	Schedules and coordinates meetings.
7.	
8.	Performs other job-related duties as assigned.

2013 HR Summit  
September 25-26  
Kellogg Conference



University



# Job Specification Format (cont'd)

(sample description for illustration purposes only)



Job title and code repeated on the second page

- Key competencies captured in the JAQs such as communication, customer service, decision making, leadership, and work complexity
- Leadership is covered under the competencies
- There are various levels spanning from jobs with no supervisory to oversight of an agency

- Minimum requirements for education and work experience
- Working environment conditions associated with the essential duties of the job

Sample	
District of Columbia Job Specification	
Job Title: Secretary I	Job Code: AS0011
<b>Applied Knowledge and Skills</b>	
Basic knowledge of Microsoft Office, basic math skills, typing skills	
<b>Typical Equipment Used</b>	
Office equipment such as computers and photocopy/fax machines and basic knowledge of department-specific databases and administrative tools.	
<b>Competencies</b>	
<b>Leadership</b>	<b>Communications &amp; Customer Service Relationships</b>
No supervisory responsibilities. May provide occasional work guidance, technical advice and training to staff.	Completely responds to basic and simple customer inquiries, requests and complaints. Forwards difficult and non-routine inquiries or requests to appropriate level for resolution.
<b>Decision Making</b>	<b>Impact of Decisions</b>
Decisions are made on routine matters affecting few individuals and usually within the confines of the job's own department. Specific job activities and results are typically reviewed closely. There are limited requirements for developing new ideas or changes in methods, procedures or services.	Follows rules and procedures. Decisions can have minimal or no impact. Errors can be readily detected, usually by the employee, and, if made, would result in minor expense for correction.
<b>Work Complexity</b>	
Work and tasks are most often straightforward, routine, structured and guided by established policies and procedures. Little, if any, independent judgment is required, outside of making basic choices in the selection and application of established methods. The job receives frequent, ongoing supervision.	
<b>Licenses, Certifications, and Other Requirements</b>	
<b>Education</b>	
High School Diploma or GED	
<b>Work Experience</b>	
1 to 3 years	
<b>Working / Environmental Conditions</b>	
Work is normally performed in a typical inside environment which does not subject the employee to any hazardous or unpleasant elements. (You would select this if you work in a normal office environment).	
Date Created: 2/16/2010	
Date Last Revised: 2/16/2010	

2013 HR Sum  
September 25-  
Kellogg Conference Hotel at Gallaudet Univer



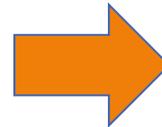


# More Changes

- In addition to developing new job specifications, a consistent titling methodology has also been applied
  - *For non-management jobs:* where there are multiple levels or progressions, distinguish using a numeric title such as I, II, III, etc.
  - Movement from multiple Carpenters/Wood Crafters and Accountants in either the same title or different title with different grades to Maintenance Worker I, II, III, IV or Accountant I, II, III, IV in different grades

## Current

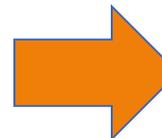
Carpenter, Worker  
Carpenter  
Wood Crafter  
Carpenter Leader



## Future

Carpenter I  
Carpenter II  
Carpenter III  
Carpenter IV

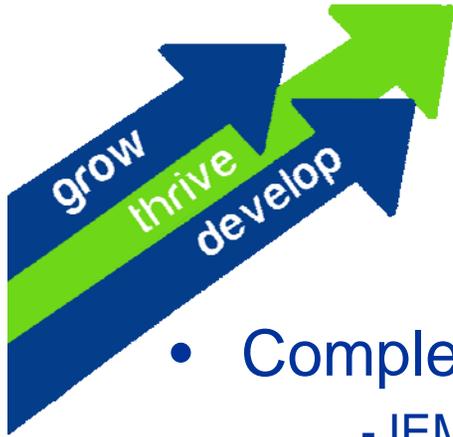
Accountant,  
Senior Accountant  
Systems Accountant  
Sr. Systems Accountant  
Cost Accountant



Accountant I  
Accountant II  
Accountant III  
Accountant IV

**2013 HR Summit**  
September 25-26, 2013  
Kellogg Conference Hotel at Gallaudet University





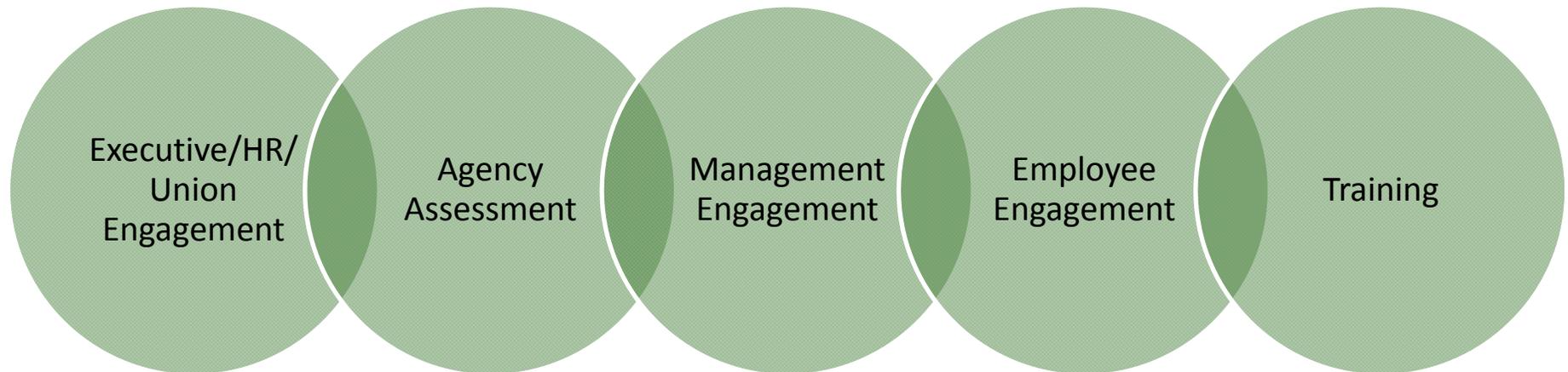
# Where are we now?

- Completed
  - JEM Model and associated service types defined
  - Job Specifications have been finalized for non-supervisory employees
  - Preliminary job mapping and job values
- Happening as We Speak
  - Job Specifications are being drafted for supervisory employees
  - D.C. Code, Regulations and associated issuances are being reviewed for potential changes
  - Developing training materials
  - Finalizing Job Values
  - Preparing to engage the agencies



# What are the next steps?

In preparation for the final phase, a five prong approach will be used.....



# Explaining the steps



## Executive/HR/Union Engagement

- Cabinet Level briefing
  - Overview of Reform Project/Next Steps
- HR/Sr. Leadership meeting
  - In Depth review of Reform Project
  - Outline Role Expectations
  - Introduce Training
  - Schedule Introductory Meetings
  - Detail three stages of pre-implementation process
  - Provide next steps
- Union Partnership
  - Union Leadership Briefing
  - Review of Reform Project
  - Introduce Training
  - Detail three stages of pre-implementation process
  - Provide next steps

**2013 HR Summit**

September 25-26, 2013

Kellogg Conference Hotel at Gallaudet  
University

**sustainable hr** 



# Explaining the steps (cont'd)

## Agency Assessment

- Work with agency to resolve classification items
- Determine the best deployment strategy based on size, schedules, etc..
- Schedule training sessions

## Management Engagement

- Review of the Reform Project
- Introduce Training
- Detail the three stages of pre-implementation process
- Outline roles and expectations

## Employee Engagement

- Review of the Reform Project
- Introduce new Job Specification
- Provide overview of question/appeal process
- Introduce Employee Informational Sessions

## Training

- Determine the best training method (on-site, web-based, SOPs) based on size, schedules, etc.
- Outline 2-prong training strategy

**2013 HR Summit**

September 25-26, 2013

Kellogg Conference Hotel at Gallaudet  
University

**sustainable hr** 

# Break Out Exercise



- Please get into groups of 3 and answer the following questions:
  1. How do you believe the reform project will change your role in HR community?
  2. What training do you feel you will need to be successful with the new classification system?
  3. How do you feel the role of DCHR should change?



# What's my role?

- Everyone is a valued contributor in the Classification and Compensation Reform Project
  - District Government Leadership
  - Union Partners
  - DCHR
  - Agency HR Community
  - Managers
  - Labors Liaisons
  - Employees



# District Government Leadership

- Lead culture change for District Government
- Be on the forefront of reengineering business processes
- Increase morale amongst employees
- Inspire with vision



# Union Partners

- Serve as a change agent
- Know your audience and their role
- Gain working knowledge of the new classification system and associated policies
- Continue to be active participants in the reform effort



# DCHR

- Lead implementation of new classification and compensation system
- Partner with stakeholders for a smooth transition to the new classification system
- Train all stakeholders on new system
- Serve as expert consultants to District Government agencies on all aspects of human capital administration
- Follow consulting with action
- Deliver “red carpet” customer care



# Agency HR Community

- Work with DCHR to resolve all classification actions
- Become knowledgeable of new classification system and related policies
- Act as a change agent for the reengineering business processes
- Serve as a consultative human capital liaison to agency managers and employees
- Be a beacon of positivity



# Managers

- Build a culture of accountability and acknowledgement
- Know your audience and their role
- Coach the outcome, manage expectations
- Take advantage of MSS Suite training
- Gain a working knowledge of new classification system and associated policies



# Labor Liaisons

- Partner with DCHR, OLRCB, Union members and HR liaisons
- Know your audience and their role
- Gain a working knowledge of new classification system and associated policies
- Aid in the resolution of classification matters



# Employees

- Have a clear understanding of your role and responsibilities
- Be accountable for your career path management
- Be an active participant in your development
- Take advantage of informational sessions and other resources to learn more about the classification reform and associated changes
- Demand red carpet customer care

# Sustainable HR

## Reform Efforts

Classification and Compensation reform will clearly identify duties and qualifications. The reform will establish internal and external equity among positions. Thus promoting recruitment and retention.

Reengineer recruitment process to improve sourcing and selection of qualified candidates and branding the District Government as an employer of choice.



Learning & Development courses will be linked to specific Career Paths and competency levels. Thus promoting growth and development.

Core Competencies will be defined by and linked to the Performance Management system.



# What did we miss?

In discussing roles and responsibilities in correlation to the various stakeholders groups, please take a moment to identify any roles, aspects, or expectations that have not been identified.



- Questions?
- Comments?
- Volunteers?

# Wrapping Up

**2013 HR Summit**  
September 25-26, 2013  
Kellogg Conference Hotel at Gallaudet  
University

**sustainable hr** 