



Update on the Classification and Compensation Reform Project

What Is The Classification and Compensation Reform Project?

The purpose of the Classification and Compensation Reform Project (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; IT; Policy; and Training which will occur at the end of the project. The new system will:

- Be independent of the Federal system
- Be easier and more flexible to administer
- Link to PeopleSoft
- Better reflect the work performed by District employees
- Provide a common platform for assigning jobs throughout District government
- Identify career paths within agencies and throughout the District government
- Ensure District compensation is competitive, equitable and fiscally sound

Employee involvement with the Project began in 2009, when employees were asked to complete job analysis questionnaires (JAQ). The purpose of the JAQ was to have employees state the duties and responsibilities of their job, as they perform them every day to ensure that new job classification included in the new system appropriately reflect the work being performed by employees. Since then, the Labor Management Task Force (LMTF), which is tasked with leading the reform efforts, has held job specification review sessions and Focus Groups.

Job Specification Review Sessions

Job specification review sessions are venues where subject matter experts, designated by management and labor, review and discuss the draft job specifications to ensure that information included on each specification accurately reflect the requirements for each job.

What are Focus Groups?

A focus group is an interview with a small group of employees at the same time. It is a tool to collect information in a group setting about job duties, qualifications, and skills for larger job groups.

How are Subject Matter Experts Designated?

Subject matter experts are employees, designated by management and labor. They are presumed to have the requisite experience, background and familiarity with each job to be able to substantively engage regarding the illustrative duties, competencies, minimum qualifications and other factors of a given job.

What is the Labor-Management Taskforce (LMTF)?

The Labor Management Task Force, was established through collective bargaining with the various labor organizations representing District employees to forge a collaborative working relationship to develop a new

classification and compensation system for the D.C. Government.

Management representatives on the LMTF includes representation from the Department of Human Resources, the Office of Labor Relations and Collective Bargaining, Agency Human Resources Advisors, and senior level Management staff from various Agencies.

Labor Representatives on the LMTF includes senior leadership from the American Federation of State, County and Municipal Employees, the American Federation of Government Employees, the National Association of Government Employees, and the Fraternal Order of Police. Labor Representatives from other labor organizations participate on an ad hoc basis.

Key Accomplishments to Date

1. Classification

The classification work stream started with the development of the job analysis questionnaire (JAQ) sent to all employees covered by the project, resulting in the collection of approximately 8,000 JAQs representing approximately 1,800 jobs. Focus groups were conducted at agencies to gather additional data on high incumbent jobs. .

2. Compensation

The compensation work stream objective is to design a compensation structure that will assign pay ranges to job specifications while remaining externally competitive and internally equitable. Since the project has started, there was the development of a custom compensation survey tool that provided valuable information related to the current trends in total compensation strategy and pay practices, as well as the competitiveness of current compensation program. This report also provided comprehensive data on base salaries, salary structures, incentives, allowances and total cash compensation and 100 benchmarked jobs. In addition, approximately 200 more jobs were benchmarked using published compensation surveys. The benchmarked jobs provided a market analysis summary of those jobs and they will be used moving forward with the development of a new compensation structure.

3. Information Technology

The IT work stream objective is to integrate the new JEM model within the District's PeopleSoft Human Resource Information System to improve efficiency, transparency and the ease of access for management and employees. Thus far, an analysis of the current business requirements was conducted and completed. The purpose of the fit-gap analysis was to determine if there were any issues or gaps that would prevent the JEM model from being integration within the District's PeopleSoft system. Based on the findings of the fit-gap analysis and careful review of the District's current configuration, customizations, data structures, and business requirements the selected, (JEM) model design option resulted in the development and completion of the new business process functional specification.

4. Policy

The policy work stream objective is to review and update the classification and compensation program practices to incorporate requirements from the new system requirements. Existing policies for areas that touch on classification and compensation have been identified and will be reviewed in preparation for the new system implementation.

What is Happening Now?

1. Classification

The current focus of the classification work stream focus is on the review of the new draft job specifications. Reviews are handled by subject matter experts, designated by management and labor, to review and discuss the draft job specifications to ensure that information included on each specification accurately reflect the requirements for each job, currently being reviewed by agency and labor subject matter experts. Once the review is complete the edited specifications are forwarded to the LMTF for final review and approval. The approved job specifications are then forwarded to the contractor for finalization.

2. Compensation

The focus of the compensation work stream, having completed the benchmark analysis of 300 core District jobs, will consist of discussions and the reviews concerning the various compensation structures including broad bands, market-based ranges, traditional structures, and step structures (currently used by the District), in preparation for the building of the new compensation structure.

3. Information Technology

The work stream work plans for the IT work stream including the completion of the design, build and deliver phases are in progress. The design phase of the new system is near completion and now that the business functional specification is completed the. The technical functional specification is in the process of development now that the business functional specification is completed. The work plans for the completion of the design, build and deliver phases are in progress and key technical components are being developed and finalized.

4. Policy

Currently, all policies related to classification and compensation reform project are being analyzed and reviewed by the contractor. The contractor is also going to add any additional policies that may have a direct impact on the activities system. The District is currently waiting for the contractor to complete this component so that they may examine the changes and their potential impact to the District policies.

What Will Happen Next?

1. Classification

The next step for the classification work stream will be to determine the job value of each job specification to promote internal equity within the classification system. This is accomplished by evaluating the compensable factors for each job (education, work experience, leadership, work complexity, decision making, impact of decisions, communications and customer service, work environment) using the new job evaluation methodology(JEM).

2. Compensation

The focus of the compensation work stream will take the decisions made from the discussions and the reviews concerning various compensations structures and use them to aide in the development of the new compensation plan design.

3. Information Technology

The IT work stream, work plan and functional specifications are completed will focus on the build phase so that the JEM model is fully integrated within PeopleSoft.

4. Policy

The next steps for the classification and compensation policies work stream will be the review of the new policies submitted by the contractor and potentially drafting additional language to support the administration of the new system.

The training work stream will begin with the drafting of training materials in preparation for the training of approximately 1,570 staff in the new classification and compensation system in order to implement and maintain the new system.

Who Can Help and How?

Manager/Supervisor

As a Manager/Supervisor you play an integral part in the successful development of the new system. Your participation and input is expected and will be used by the LMTF and DCHR in developing the new system. You can participate by reviewing all information provided to you regarding this Project and timely comply with all requests and instructions submitted to you.

In addition, you should:

1. Keep apprised of the project by visiting the [Classification and Compensation Project Website](#).
2. Engage your Director and other senior leadership within your agency regarding the Project and how it impacts your responsibility area.
3. Bring any questions or concerns to the Director of the Office of Labor Relations and Collective Bargaining or the Director of the Department of Human Resources.

HR Advisors/Labor Liaisons

Human Resources (HR) Advisors and Labor Liaisons play an integral part in the successful development of the new system. Your participation, engagement and input are expected and will be used in the development of the new system. You can assist by reviewing all information provided to you regarding the development of the new system and timely comply with all requests and instructions submitted to you, including assisting your Director in identifying management SMEs and ensuring that designated management SMEs attend and participate in spec review sessions for which they have been designated.

In addition you must:

1. Keep apprised of the development of the system by regularly visiting the [Classification and Compensation Project Website](#).
2. Engage your Director regarding the development of the system and how it will impact your responsibility area.
3. Provide information to, and respond to questions from, all managers and supervisors about the development of the system and ensure that they understand its significance and the impact on your agency and employees.
4. Labor Liaisons, after receiving notice from OLRCB, should ensure the timely release of union SMEs to participate in spec review sessions and other meetings related to the development of the system.
5. Labor Liaisons, after receiving notice from OLRCB, should ensure that they timely respond to all requests from OLRCB to assist in coordinating the designation of union SMEs.
6. Labor Liaison should raise any questions or concerns to the Director of the Office of Labor Relations and Collective Bargaining.
7. HR Advisors should raise questions or concerns with the Director of the Department of Human Resources.

Employees

The successful development of the new system involves all employees occupying positions within the scope of the Project. In addition to employee participation to date, which includes responding to the Job Analysis Questionnaire, you should:

1. Keep apprised of the development of the system by regularly visiting the [Classification and Compensation Project Website](#).
2. Bring any questions or concerns to your supervisor, HR Advisor, Labor Liaison, Director, Union Official or the Labor Management Taskforce
3. Timely respond to any questions and information requested of you.
4. Engage your union representative regarding the development of the new system, including how it will impact you.

Union Official/Union Representative

Because the development of the new system is a Joint Labor-Management Initiative, engagement and involvement of Union Officials is required.

In addition to keeping informed throughout the development of the system, you are expected to:

1. Keep your membership informed of the development of the system
2. Respond to and bring any specific questions or concerns from your membership to the Union Representatives on the LMTF or to the LMTF
3. Keep apprised of the development of the system, including regularly reviewing information posted on the [Classification and Compensation Project Website](#)
4. Bring any questions or concerns to your supervisor, HR Advisor, Labor Liaison, Director, Union Official or the Labor Management Taskforce, as appropriate
5. Timely respond to any questions and information requested of you in your capacity as a union representative
6. Assist labor representative on the LMTF identify appropriate employees to serve as union "Subject Matter Experts"
7. Engage your union representative regarding the development of the new system, including how it will impact the membership of your local union

Questions, Comments, or Suggestions?

Please contact us at classificationreform.dchr@dc.gov.

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