

CLASSIFICATION AND COMPENSATION REFORM PROJECT



AGENDA



Cornerstone for the future
Labor-Management Task Force on Classification and Compensation Reform

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Project Authority



- The District currently uses the Federal classification system and corresponding compensation methodology for its workforce. The use of the federal system dates back prior to the Home Rule Act, when the District workforce was part of the federal system. Since Home Rule, the authority to adopt a new system more suitable to the District government rests with the Mayor.
- Reform of the classification and compensation system was initiated by the Mayor together with the Labor organizations representing Comp Units 1 and 2 and outlined in the Collective Bargaining Agreements.
- The Labor-Management Task Force on Classification and Compensation Reform (LMTF) was established, made up of management and labor representatives, for the purpose of recommending a new classification and compensation system to the Mayor.
- Deloitte Consulting, LLP is working with the District and LMTF on this project.

PROJECT STAKEHOLDERS



Agency and Employee Collaboration



Throughout the Classification and Compensation Reform Project, District employees have been engaged in the design and development of the new system.

In the beginning . . .

- Employees completed Job Analysis Questionnaires (“JAQs”)
- Managers had opportunity to review JAQs to ensure accuracy and completeness



Then . . .

- SMEs from the District (labor and management) reviewed each draft job specification and provided recommendations for modifications as appropriate to finalize the job specifications

And now . . .

- Agencies will participate in job verification and employee allocation efforts, ensuring that all employees are assigned to the correct jobs
- Employees, in collaboration with their supervisors & labor representatives, if requested, will be given the opportunity to review their new job specifications



PROJECT OVERVIEW



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; 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.

PROJECT SCOPE



Project covers: Approximately 18,000 employees

- 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.

PROJECT OUTCOMES



As a result of the Classification and Compensation Reform Project, employees will get:

- New job specifications (formerly position descriptions);
- Modern job classification processes for valuing the external and internal equity of jobs;
- Identification of career ladders and career paths;
- Redesigned salary structures to complement the new classifications;
- Updated classification and compensation program practices, policies, and procedures that will make the new system easier to understand and administer;
- Automated job evaluation (classification) system that will improve efficiency, transparency and ease of access; and
- Training on the administration of the new system.

CURRENT VS. NEW SYSTEM



Current System

- System is slow to respond to the pace of organizational change
- Significant salary compression issues exist
- Numerous job classifications have led to inconsistencies in selections, pay grade assignments and pay within and across agencies for comparative type work
- Career paths are not known to employees, once employees reach the top of the level of their grade, they must go into management in order to advance
- System is not automated and there is no linkage to PeopleSoft

New System

- Support line management in the realization of organizational goals and Improve organizational effectiveness
- Be market competitive, fiscally responsible & ensure fair differences in pay
- Greater consistency in how positions are classified and paid and reflect the skills the employees need to do the job
- Allow employees to grow and assume greater responsibility in a job without encountering undue restrictions inherent in the current classification system
- Will be automated and allow for better utilization of PeopleSoft HRIS

New System Compensable Factors



Current System Compensable Factors

FES (White Collar)

Knowledge
Supervisory Controls
Guidelines
Complexity
Scope and Effect
Personal Contacts
Purpose of Contacts
Physical Demands
Work Environment

FWS (Blue Collar)

Skill and Knowledge
Responsibilities
Physical Effort
Working conditions

New System Compensable Factors

Leadership Responsibility
Communications/Customer Service
Decision Making
Impact of Decisions
Work Complexity
Education
Work Experience
Working/Environmental Conditions

New Job Consolidation Methodology

Organizations view jobs differently depending on their culture and industry/organizational type. 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 create meaningful career paths.

To...

City-wide Job Specifications

Standard job specifications across the city for the same type of work.

Represents industry standard

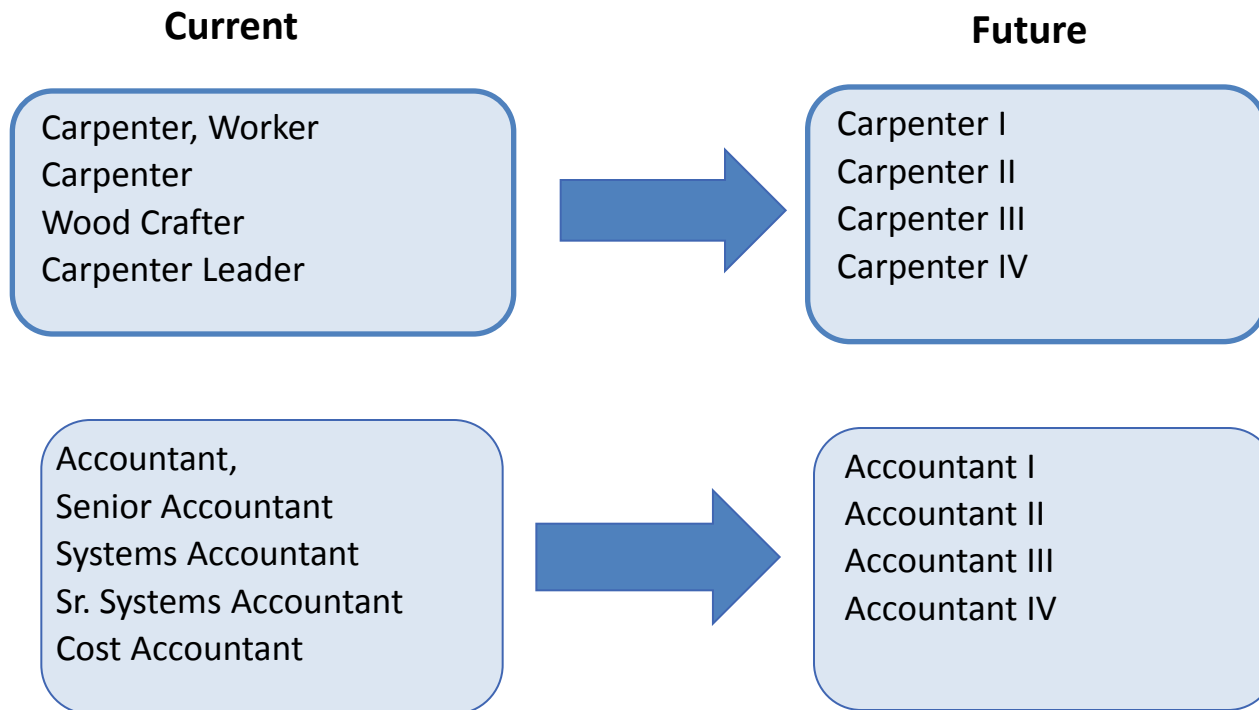
80% rule applies to work performed

Broad job descriptions

Career paths easily identified and defined.

Job Titles

- 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 Maintenance Workers 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
 - A consistent application of terms such as Analyst, Coordinator, Representative, Specialist, Technician, etc. will be applied



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	FLSA Status: Non-Exempt
EEO code: Administrative Support	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.

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Job Specification Format (cont'd)

(sample description for illustration purposes only)

Sample



District of Columbia Job Specification

Job Title: Secretary I	Job Code: AS0011
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Applied Knowledge and Skills

Basic knowledge of Microsoft Office, basic math skills, typing skills

Typical Equipment Used

Office equipment such as computers and photocopy/fax machines and basic knowledge of department-specific databases and administrative tools.

Competencies

Leadership	Communications & Customer Service Relationships
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.

Decision Making	Impact of Decisions
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.

Work Complexity
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.

Licenses, Certifications, and Other Requirements

Education

High School Diploma or GED

Work Experience

1 to 3 years

Working / Environmental Conditions

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).

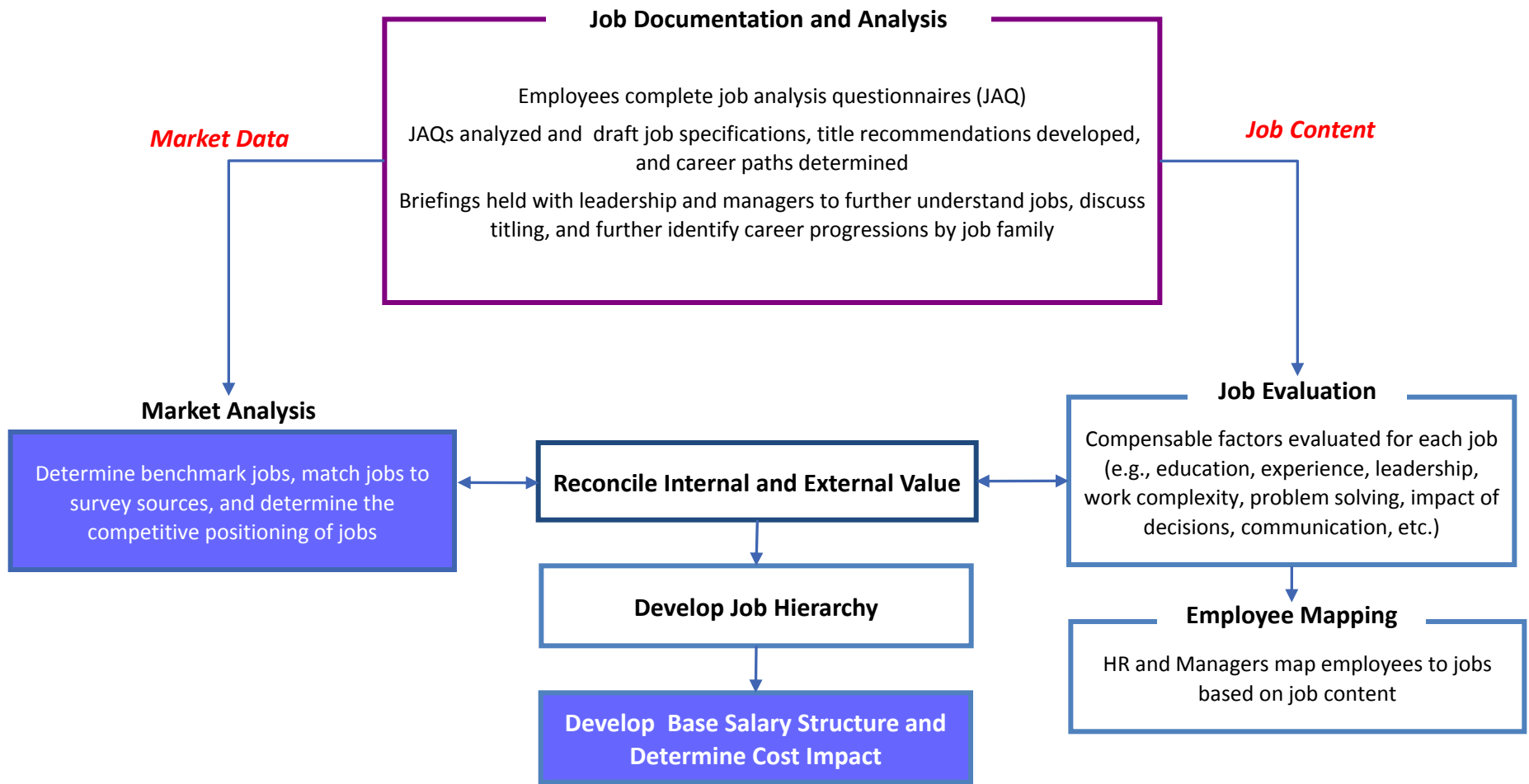
Date Created: 2/16/2010
Date Last Revised: 2/16/2010

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

Classification Interface with Compensation



District Resident Benefits



- A library of District job specifications will be available on line allowing for easy access to the public as well as District employees;
- Qualifications for jobs will be transparent and available on the job specs which will be on line
- The recruitment process will be streamlined and faster because the classification time for a job will be significantly reduced due to automation

Next Steps

- **Revised District policies and regulations will be forwarded to the Council and Mayor for approval.**
- **District employees will receive notification of proposed job specification.**