Palomar Community College District

Classification & Compensation Study
Employee Orientation Session

August 2014
Agenda

- Introduce Reward Strategy Group
- Palomar’s Classification Study Steering Committee
- Project Overview
  - What it is and what it isn’t
- Project Schedule
- Position Description Questionnaire (PDQ)
- Administrator, Manager or Supervisor Review
- Q and A
Introducing RSG’s Consultants

- Allan Crecelius, Project Manager
- Sandra Comrie
- Gina Calderon
- Susan Curran
## Examples of Other RSG Clients

<table>
<thead>
<tr>
<th>Rio Hondo College</th>
<th>Long Beach Community College</th>
<th>Ventura County Community College</th>
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<tbody>
<tr>
<td>Antioch University</td>
<td>San Diego State University</td>
<td>Berkeley Unified School District</td>
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<tr>
<td>National University</td>
<td>San Jose State University</td>
<td>Montebello Unified School District</td>
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<tr>
<td>Thomas Jefferson School of Law</td>
<td>Orange County Dept of Education</td>
<td>Ontario-Montclair School District</td>
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<td>City of Anaheim</td>
<td>City of Del Mar</td>
<td>City of Portland, OR</td>
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<tr>
<td>City of Los Angeles</td>
<td>City of Pasadena</td>
<td>City of Long Beach</td>
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<tr>
<td>San Diego Superior Court</td>
<td>Port of San Diego</td>
<td>Vallecitos Water District</td>
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<tr>
<td>County of Los Angeles</td>
<td>San Diego Housing Commission</td>
<td>Orange County Water District</td>
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</table>
RSG will work closely with this committee throughout the project.

Classification Study Steering Committee

Aaron Holmes  John Tortarolo
Christine Wick  Shawna Cohen
Robert Sedillo  Jack Kahn
Dayna Schwab  Lorraine Lopez
Anne Delgado  Lisa Hornsby
What It Is

- A study of all 189 CCE classifications with 366 employees.

- Job analysis and **position classification** — based on employees’ **current** duties and responsibilities — to develop an improved classification system that accurately depicts the way work is organized and performed today.
How Will This Be Done?

- RSG will read all employee-completed PDQs and Manager/Supervisor Supplements.
- Schedule and conduct individual or small-group interviews with a sample of employees in each classification.
- Conduct classification analysis based on input gained.
- Develop improvement recommendations for classification concepts, class series, job titling protocols, etc.

continued ...
How Will This Be Done? continued

- Allocate employees to updated classes.
- Review with the Classification Study Steering Committee and college administration.
- Write draft class specifications for all recommended classifications.
- Work with Steering Committee to notify employees of recommendations.
- Consider any requests for reconsideration.
- Finalize the classification plan.
What It Is  

- Compensation analysis based on market survey data that RSG will collect, and internal class relationships based on quantitative evaluation of job content.

- RSG will develop salary grade placement recommendations based on external competitiveness and internal equity.

- Present recommendations.
What It Is NOT

- Evaluation of individual performance.
- Workload, staffing or efficiency study.
- Organization analysis.
Why **This** Study Will Succeed vs the Last Study

- Involvement of Steering Committee throughout the project.
- A consulting firm *invested* in the study's success.
- We know what we are doing. RSG has proven methods/processes that work.
- We have 4 senior, experienced consultants who will be doing all the work.
  - Not managing this project from Arizona and bringing in stringers.
Why **This** Study Will Succeed  

- RSG will be conducting an actual salary survey of agreed-upon other colleges.
  - Not using only a two-year-old published survey.
- RSG consultants will be conducting the Palomar benchmark jobs' comparability analyses for the survey, based on our detailed understanding of PCCD classifications gained in early study phases.

... *and*...

- You have the best consulting *project manager* alive!
Overview of Project Schedule

August 13-15, 2014  Communicate project to employees and distribute PDQs.

September 5, 2014  Due date for employees to submit completed PDQs to supervisors/managers.

September 17, 2014  Supervisors/managers submit completed supplement forms to HR; all materials to Human Resources.

September 26, 2014  PDQs and Manager/Supervisor Supplement forms to RSG.

continued ...
Project Schedule

Sept – Oct 2014  RSG reviews all PDQ materials and develops employee interview schedule.


Nov 10-21, 2014  RSG’s classification analyses.

December 2014  Preliminary classification findings and class architecture recommendations; review with the Steering Committee and college management.

Jan – Feb 2015  Draft new class specifications.

February 2015  Communicate recommendations to employees.

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<table>
<thead>
<tr>
<th>Month Range</th>
<th>Task Description</th>
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<tbody>
<tr>
<td>March - Apr 2015</td>
<td>Conduct market survey for compensation and benefits.</td>
</tr>
<tr>
<td>April 2015</td>
<td>Review findings with Steering Committee and management.</td>
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<tr>
<td>April – May 2015</td>
<td>Conduct internal job analysis and develop salary grade recommendations.</td>
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<tr>
<td>June 2015</td>
<td>Present findings and recommendations.</td>
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<tr>
<td>July 2015</td>
<td>Finalize study.</td>
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Completing the PDQ

Describing Your Job to the Consultants
Position Description Questionnaire

- Your participation is **critical**; we need a questionnaire from every employee.

- Read the instructions carefully.

- Talk to co-workers / manager / HR staff.

- Think about your job, work challenges and responsibilities; make notes and organize the information.

- Describe your duties in your own words.

- Provide materials that may clarify.
PDQ continued

- Complete the PDQ on Palomar College time.

- May be filled out electronically. Download the PDQ form here: www.palomar.edu/hr/classificationstudy. Save and rename the document, then complete on your computer.

- May also be filled out on the paper questionnaire distributed at this meeting.

- Submit a hard copy of the completed form to your immediate supervisor.

- Keep a copy for yourself.

- Meet the deadline of September 5.
Completing the PDQ – Page 1

POSITION DESCRIPTION QUESTIONNAIRE

BACKGROUND INFORMATION

Full Name: __________________________ Classification/Position Title: __________________________

Department: __________________________ Working title: __________________________

Division: __________________________ Work phone number: __________________________

Worksite Location: __________________________ Work days/hours: __________________________

Length of time in present assignment: __________________________

Name and title of immediate supervisor/manager: __________________________

☐ Check here if you are currently receiving any out-of-class pay. Please complete this PDQ to include all the duties/responsibilities currently assigned.

JOB PURPOSE

Briefly summarize what you do. What are the primary services or work results you are responsible for providing?

Why is this work done? How does it help your department accomplish its programs?
Completing the PDQ: Page 2

Physical and Mental Demands & Environmental Working Conditions

- This information is needed for ADA compliance and is not used to classify individual positions.

- Think about the duties and responsibilities you perform most frequently and identify the physical and mental demands and environmental/working conditions that are present in doing this work.

- Check the boxes in each section that apply to your job.

- If you want to elaborate on any of these demands or conditions, provide information in the *Additional Information* section.
## Position Functions & Responsibilities

<table>
<thead>
<tr>
<th>Functions &amp; Responsibilities (List major tasks for each function performed)</th>
<th>Frequency</th>
<th>Knowledges, Skills &amp; Abilities Required; Special Licenses or Certificates</th>
<th>Equipment/Technology or Materials Used</th>
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<tbody>
<tr>
<td>1.</td>
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<td>2.</td>
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<td>3.</td>
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<td>4.</td>
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<tr>
<td>5.</td>
<td></td>
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</tbody>
</table>
# Illustration of Functions & Responsibilities — Admissions & Records Coordinator

<table>
<thead>
<tr>
<th>Position Functions &amp; Responsibilities (List major tasks for each function performed)</th>
<th>Frequency</th>
<th>Knowledge, Skills &amp; Abilities Required; Special Licenses or Certificates</th>
<th>Equipment/Technology or Materials Used</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assist the Admissions &amp; Records department in organizing, coordinating and overseeing student admissions, registration and student academic records.</td>
<td>D</td>
<td>Federal, state and local laws and regulations applicable to admission and records functions for a community college.</td>
<td>Admission guidelines manual</td>
</tr>
<tr>
<td>Train staff, arrange staff schedules and provide technical assistance in registration procedures.</td>
<td>D</td>
<td>Techniques and practices of scheduling and employee training.</td>
<td></td>
</tr>
<tr>
<td>Oversee collection of student fees, verify amount collected with the cashier’s office, and prepare daily money packets for Admissions and Records staff.</td>
<td>D</td>
<td>College policies and procedures for cash handling. Business software, including word processing, accounting and spreadsheet programs.</td>
<td>Accounting and cash management manual</td>
</tr>
<tr>
<td>Evaluate transcripts from other schools to determine acceptance of academic work and prerequisites.</td>
<td>W</td>
<td>Understanding of various transcript formats and nomenclature.</td>
<td></td>
</tr>
<tr>
<td>Coordinate off-campus registrations at area high schools, provide orientation to high schools students and distribute registration materials.</td>
<td>P</td>
<td>Ability to interact with potential students; ability to explain details in PCCD registration process.</td>
<td></td>
</tr>
</tbody>
</table>

Etc. ...
<table>
<thead>
<tr>
<th>Position Functions &amp; Responsibilities (List major tasks for each function performed)</th>
<th>Frequency</th>
<th>Knowledge, Skills &amp; Abilities Required; Special Licenses or Certificates</th>
<th>Equipment/ Technology or Materials Used</th>
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</thead>
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<tr>
<td>Mow, trim, fertilize, aerate and water flower beds, hedges, trees and lawns. Install sod, reseed and fertilize athletic fields.</td>
<td>D</td>
<td>Grounds maintenance knowledge</td>
<td>Mowers, trimmers, edgers, leaf blowers, power shears, chain saws, sprayers and weed eaters</td>
</tr>
<tr>
<td>Clean and maintain landscaped areas, paths, sidewalks and parking lots. Pick up and haul cuttings to trash bins.</td>
<td>D</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Keep records of work orders and equipment repair.</td>
<td>W</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mix and apply herbicides and pesticides.</td>
<td>W</td>
<td>Methods and materials used in controlling pests, insects and weeds; knowledge of safe handling and application of toxic materials.</td>
<td></td>
</tr>
<tr>
<td>Line track and playing fields.</td>
<td>P</td>
<td>Knowledge of sports field layouts and dimensions.</td>
<td>Line spreader/liner.</td>
</tr>
<tr>
<td>Etc. ...</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Problem Solving
Describe the typical problems you are responsible for analyzing, evaluating and resolving. What references (policies, guides, other people, etc.) do you use in reaching conclusions and creating solutions?

Example #1: I receive help desk calls and interview users to find out all the information IT needs to be able to fix their computer problems. I am responsible for guiding users through steps to correct level-I problems such as printer won’t print, can’t log on to the Intranet, password not accepted, document missing, etc. I refer to the IT online knowledge base and use my prior training and reference materials.
I am responsible for detecting errors and discrepancies on forms completed by District employees and job applicants. I also review reimbursement requests from department staff. I review District policies and procedures and/or Memorandum of Understanding to resolve any issues. I make corrective changes or gather additional data required.
Decision making

Give examples of decisions you are allowed to make independently and ones on which your manager or supervisor must give final approval.

I review applications to determine if applicant has completed it correctly and is eligible to move forward in the hiring process. If application is incomplete, I can decide to request additional information. My supervisor determines if the applicant meets the minimum qualifications for the position.
Consequences of errors

What are the impacts if you make errors or employees you lead make errors? Impacts could include:

- Interruption of college services
- Cost and time to make corrections or repairs
- Complaints by students/faculty members
- Unsafe working conditions/danger to others
- Regulatory compliance violations
- Embarrassment to the college and its Board
Leadership of Employees

- If no lead or supervisory responsibilities, check and move on to page 5.
- Difference between lead and full supervision.
- Titles of positions you supervise.
- Percentage of time performing lead or supervisory duties.
Completing the PDQ: Page 5

Supervisory and Management Relationships

- Supervision Received
  - Check the box that best describes the way in which your supervisor oversees and supervises your work.

- Types of Interpersonal Contacts – both within Palomar College and external.

<table>
<thead>
<tr>
<th>Types of Contacts</th>
<th>Nature, Purpose &amp; Complexity</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students</td>
<td>Approve schedules and complete the enrollment process.</td>
<td>Once a semester</td>
</tr>
<tr>
<td>Consultants, Vendors</td>
<td>Identify, evaluate and select vendors and consultants involved in providing job training and maintain effective working relationships. Review invoices and payments.</td>
<td>Weekly</td>
</tr>
</tbody>
</table>

- Records & Reports – Examples of major reports you prepare, update or maintain.
Completing the PDQ: Page 6

Additional Information

- Include any other information you want the consultants to know about your job.

Employee Signature

- Be sure to sign and date your PDQ and keep a copy for yourself.
Manager/Supervisor Review

- Ensure completeness/accuracy of PDQs.
- Provide any additional detail needed.
- Input will be provided on a separate Manager/Supervisor Supplement Form.
- **No changes** will be made to the employee’s PDQ.
- Any discrepancies between PDQs and Supplement Forms will be resolved by RSG consultants through discussions with both the supervisor and employee.
The Compensation Phase of the Study

- Accurate market survey of salary and benefits; compile comparison data.

- Internal job content evaluation of each classification.

- Develop externally competitive and internally equitable salary grade recommendations for all studied classifications.

* * * * *