

Welcome to the Classification and Compensation Practices Study Overview and Job Profile Navigation Webinar. I'd like to introduce the HRSTM Classification and Compensation Team. Bill White is the manager, Sharon Parker, Karen Nicholson, and myself are Compensation Specialists. We are happy to assist you throughout this process.

This webinar addresses Job Profiles and Workday navigation and provides an overview of the changes. At this time, we're focusing on jobs, not compensation. Compensation and market analysis will be addressed later during the market assessment phase of this project, which is estimated to occur in late spring of this year.

I'd like to ask Sharon Parker to get us started. Thank you for viewing this webinar. As you can see, there are several agenda items. Note that bullet five is bolded, so supervisors have an active role in the FY 24 Classification and Compensation Practices Study.

So, to give a little bit of background, the College conducted several market studies: One, 2012, one in 2015, and another in 2018. And most recently, a Classification and Compensation Study was conducted in FY21. However, these studies did not result in a comprehensive overview so that there could be a review and redesign of the system.

And also during FY21, there was a pandemic, if you recall. So, therefore, because of the shifting dynamics within the labor market, the College chose not to implement any changes based on the data from the FY21 study. So, the College is an ever-evolving organization with a changing workforce, so we want to ensure that our compensation program is competitive and aligns with the market.

So, why are we conducting this study? Well, I just noted, the primary reason why we are conducting this study: to ensure our compensation program is competitive. In addition, the College is committed to conducting a maintenance review study of our classification system every 12 to 24 months or as needed.

So, during the FY24 study, we want to review our job classification structures, the design and documentation of jobs, and compensation practices and salary structures. Please note, the goal is to ensure the College has a relevant, competitive compensation, and total rewards program that allows for agility with changing market conditions.

So, the intended outcomes are to leverage Workday. We want to be adaptable to changing market conditions and the desire streamline practices. So, this timeline that you see before you should be familiar to you if you had the opportunity to read a College-wide communication dated October 11, 2023. I need to note though that the market assessment phase will be extended to accommodate supervisors' review of job profiles.

So, what's new? Job Profiles are relatively new. We were introduced to them with the implementation of Workday. However, job competencies are new, job levels, and we have a new Job Description Questionnaire form. So, the College is moving in a new direction. Workday has opened new opportunities to streamline our job documentation. Optimizing job documentation in Workday, of course, requires a change of some of our terminology.

For example, changing Job Classifications to Job Profiles. Benefits of using Workday include centralizing job documentation in one platform, providing improved clarity and understanding across the College. So, please note, all employees have access to all job profiles. Supervisors will no longer have the responsibility to update position descriptions. Now, you just review one document, the job profile.

Also, in the past, supervisors were responsible for reviewing and updating position descriptions as part of the performance review process. Now, the job profile will be reviewed. So, our job classification system is just an orderly way of organizing the nature and level of work performed within the College.

So, these elements compare for a holistic view of a job. So, our classification system includes job families, job levels, and job profiles. So, our job families are just a large group of jobs doing similar work based on function and primary duties. Some jobs may be cross-organizational. And so, one of our job family at the College include instructional support. So, just to pull out an example of a job in a job family. You have the Instructional Assistant, the Senior Instructional Assistant, the Instructional Associate, the Instructional Lab Coordinator, and the Lab Manager.

So, these jobs perform similar work; however, the work is at different levels. The jobs are at different grades. So, therefore, job leveling reflects the relative responsibility, scope, complexity, and requirements of the job profile. It's fundamental to create career ladders. Note that job profiles are groups of positions based on common roles, responsibilities, skills, and career progression. So, think of the job profile as a combination of the position description and the job class spec.

So, as I said, the job profile is a higher level that encompasses the essential information that is in a position description and a job class spec. So, the job profiles clearly and succinctly define roles necessary for the College to operate and achieve its mission. They promote a common understanding of the purpose and the essential functions of the job.

The 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. Of course, with feedback and input from supervisors. The job profile streamlines job documentation and facilitates consistency across the organization.

So, position descriptions are obsolete. Why were they eliminated? Eliminating PD eliminates confusion of having two documents describing jobs. Position descriptions were inconsistent, incomplete, contained inaccurate information, and caused confusion due to a lack of a common understanding of the job across the organization.

For example, the Administrative Aide II position descriptions varied. And so, they were written based on individuals and not keeping the essential functions of the job in mind. Many employees had difficulties finding job classification specifications in the JobWizard. So, that's another reason why we've decided to move to the Job Profile.

I'd like to step in here and emphasize the third bullet on this slide: Job Profile content is not intended to reflect all tasks performed by an individual. The essential functions will be cross-functional and embody the central content that was in the job class specification and the position description.

The content will be maintained by the Class & Comp team. As mentioned, former position descriptions created inconsistencies and confusion. Job profiles will provide a common understanding of the role of the job College-wide. Supervisors and individuals may recognize individual tasks in the performance review process.

When you look at the goals in that process, that's where you can identify specific tasks to an individual's role. Okay, so Sharon shared with you our job profile and what's new. And within the job profile, we have job profile competencies that are new to the College as well. So, I would like to definitely note here that the job profile competencies differ from the College-wide competencies.

The job profile competencies indicate what work is done, while the College-wide competencies indicate how the work is performed. So, the job profile competencies reflect the role of the job versus the performance expectations based on the College's values, code of conduct. And you see there, we have four new job profile competencies on your right. And we will share with you on the next slide the job profile competencies in details as far as definition.

So, a new designation within the job profile is job leveling. This is a systematic and transparent approach to categorizing jobs. Its broad and cross-functional characteristics are grouped into levels according to the job's required knowledge, skills, and abilities. It's a fundamental component of career ladders, and again, it reflects the internal alignment of the job versus the external alignment to the market.

So, next, we're going to review an example of job levels. Job levels are categorized, excuse me, categories assigned to job profiles, and we have various criteria, competencies, supervisory relationships, minimum experience, and so forth. On the screen here, you will see an example of the Financial Aid, Job Hierarchy. And the

Financial Aid Assistant starting at the bottom would be a Support Level II job, bumping up to Specialist Support III, Financial Aid Counselor Support IV, and then the Campus Student Financial Aid Director is a job level of a supervisor.

So, it's important to note that the job levels do not always align with the job titles. And I would like to share another screen with you here to give you a sense of what the job leveling guide looks like. As soon as we can get our screen to work. Thank you. Okay. So, here we have our Montgomery College Job Leveling Guide. And you'll find that this guide is extremely detailed and several, several pages. To the left there, you have our competencies which we refer to in that slide, a couple of slides back. Decision Making, Problem Solving, and Independence of Actions. So, you have the competencies and the definitions on your left. And then to the right, or horizontal access, you have the levels. On this page specifically, we're looking at support levels, Support I all the way up to Lead. And again, as I mentioned, if you scroll down, you'll be able to find Supervisory Responsibility, the Minimum Experience, and so forth. And then, you'll get into different job levels. So, the next page Being Professional and so on and so forth. So, this guide will help you understand the Competencies, the Supervisory Responsibility, and the levels. And we'll give you definitions based on each competencies. So, let's go back to our slide deck. Okay. Another new item we have to share with you today is our Job Description Questionnaire, and this is a great tool to help you gather information about a job as you're reviewing Job Profiles. And you can use this for the creation of a job or even an update. And as you see in the navigation video, there are several new areas within that video that we talked about within the Job Profile, and you see those here on the JDQ as well: the knowledge, skills, abilities, competencies, and languages. So, what I like to do again here is to share my screen and share the Job Description Questionnaire. And it gives you an idea of what that looks like.

So, here is the Job Description Questionnaire. We got the Intro and just general information about the job itself. We got a Job Profile Summary as well as the Essential Functions. As we scroll, it'll talk a little bit about Work Experience. And on this questionnaire, you're gonna see that we have drop-down menus. So, as an example here, under Work Experience, we have some experience to choose from in those drop-down menu. Education, Certifications and Licenses as well as Knowledge, Skills, and Abilities. And again, where you see an item that says Choose An Item, you have a drop-menu and it gives you a menu of the knowledge needed for the job. Scroll further, it's going to get into those job profile competencies that I mentioned. Again, the Decision Making, Problem Solving, Independence of Action, and Communication and Collaboration. So, I think you'll find the Job Description Questionnaire a very useful tool as you move forwarding in reviewing Job Profiles. Just to let you know that while we have this new tool for everyone. It will be used on an ad hoc basis. You do not need to complete this form for every job. So, on an ad hoc basis, you may want to use the document or refer to it for the information that it contains.

Okay, so let's go back to our PowerPoint. And so let's talk about why the Job Profile changes. Job profiles are intended to capture the essential functions, the actual purpose of the job. It's important to note that job profiles reflect the work and not the individual person performing the job. So, let's talk about an example and what we mean by the work versus the person. An example would be, in the accounting department. A detailed task would be files IRS form, 1098 t-tax statements. Whereas an essential function would state maintains accounting records and files applicable statements. So, that's kind of an example for you just briefly on the difference between a task and a function, the work and not the individual. So, the Class & Comp team are going to be the stewards of the Colleges job profiles so that we can ensure accuracy, currency, and consistency. Our supervisors are going to advise on the content of the job profiles and may suggest changes or updates to a job profile. So, it's important to know here that Sharon referred to this in our agenda items. We do need your help in reviewing job profiles and your thoughts and opinions on those job profiles are important. And lastly, the STM team will notify supervisors of changes if positions under their purview are impacted by job profile changes.

So, I'd like to emphasize the second bullet. All like jobs will be grouped together in one job profile. I think the example was given. So, all Administrative Aide II would be, would have its own, job profile. Supervisors can advise on job content. But Class & Comp will determine if the content applies across functions.

Okay, so let's take a look at reasons why would we create or update a job profile. And there are a few reasons that are important to note. So one, if it's a new position. If there's significant change to the work and how it's performed, or lastly, if it's associated with a recruitment. And I like to note here, only significant changes need to be reviewed by the Classification and Compensation team. As you're working with your recruiter, you can, work with the recruiter to decide, are these changes significant? Do we need to move this forward to the Class & Comp team? And elevate it to them so that we can continue with the recruitment process?

And I just wanna add that, job profile reviews associated with the recruitment will be addressed as quickly as possible. So, if it has to do with a recruitment work with your recruiter, they will bring it to the classification and compensation team to address, so we can get the job posted in a timely manner.

Okay, so the second element here on this slide is how are we going to create or update a job profile. The team has put into Workday a new request under the navigation into the search bar. If you type in create request. And then type job profile update. It will bring you, a screen up to where you can update several sections within the job profile, whether you want to update a language, which is important to note here, languages, we do need your help on and review as you're taking a look at job profile. If you need an update on the summary, if you need an update on certifications, it will give you several

selections within this create request of a job profile update in Workday. So, that is currently in Workday for you to utilize moving forward if you have to create or update a job profile.

So, when you use the job profile update request in Workday, you will fill out the form and it will be routed to the Classification and Compensation team. It will not send, it at this point in time, it will not send a notification back to you, but the Class & Comp team will acknowledge the receipt of it and we'll get we will respond as quickly as possible.

Okay, so as we alluded to in the beginning of our presentation, we do have some required actions on your behalf. We would like for all supervisors to review job profiles within your unit and area. And we're asking you to take a detailed look at, especially the newer items under qualifications, knowledge skills and abilities, proficiency level, competencies, and languages as I mentioned before. We have populated the job profiles the best we can so far, and we're asking for you to review this information for your staff within your unit and area. And you will see there that we're asking this to be accomplished no later than February 7th. Again, you can go into, Workday to review job profile within your staff, within your unit and area, and if you have changes that need to be made or suggested, you can do that again through Workday under that create request.

So, I'd like to emphasize several things on this slide. Be sure to review the entire job profile that applies to your subordinates, especially the new fields. Keep in mind that we are not addressing faculty, temporary staff, student workers at this time. So, it's just for regular budgeted staff that you're gonna be looking at, and you're only gonna be looking at the Job Profiles that apply to the staff within your area. Some of the drop downs may be difficult to read while viewing Workday. I found it very, I personally found it very helpful to view the information, some of the information on the Job Description Questionnaire in conjunction with reviewing job profile in Workday. So, on one screen, I would have the Job Description Questionnaire. I would be able to view the competencies all on one screen, or the skills, I would be able to view them. So, you might want to use that tactic, because sometimes it's very difficult to read on some of those drop downs in Workday.

Okay, so let's review our key takeaways for this presentation. So, the job profile replaces the position description and job class spec. Again, remember the job profile reflects the work and not the individual person. The Job Description Questionnaire is a great tool, although it does have its limitations, for some in Workday, it might be helpful to utilize that as you're reviewing a job profile. Job leveling characterizes jobs based on their relationship to other jobs. Where on a College wide basis, job profile competencies identify how jobs differ from one another in terms of job level. And again, you can find those definitions on the job leveling guide that we showed you. The HRSTM team has responsibility for documenting job profiles and the maintenance of such. And then

again, you are important. You have... you play a huge role in this process in reviewing job profiles and suggesting any changes to the job profile content.

This slide will show you the resources that are available to you. My recommendation would be to click on this first link, which is our FY24 Class & Comp study page. And within this page, you're going to find the links below as well as some additional information, resources and tools, navigation and Workday on job profile and it breaks it down by area even within that as well. So, again, some resources here for you on this page, but the one to remember would be to go to this class and comp practices study page and you'll find additional resources there as well.

As a reminder, the main focus of this exercise is to review job profiles. Compensation and analysis will be performed later on in this project. Like we mentioned, the deadline for reviewing job profiles is February 7th. The Class & Comp team is happy to assist you in this endeavor. Feel free to reach out to us via the Class and Comp team mailbox. Thank you for your attention to this important project.