

Department of Administration Career Banding

2006

Objectives

- Define Career Banding
- Purpose of Career Banding
- The Banding Process
- Human Resource Management's Role
- Management's Role
- Employee's Role
- Implementation Process

Career Banding

- Similar job classes are grouped into various title and pay bands
- Collapses classes into more generic titles.
- For example, all Office and Processing Assistants will be collapsed into the classification of Administrative Support Associate.

Career Banding

- Pay ranges are wider and based on the average pay for jobs.
- Employees salaries are based on job skill level.

Why should we “Band”?

The Current HR System

- Developed in 1941
- 6,000+ classes
- Employee pay within the salary range is not managed well
- Managers feel that they have little influence over employee pay

The Current HR System

- Employees believe that hard work is not rewarded
- Restrictive policies and rules
- Too much time spent on classifying jobs
- Not focused on paying employees based on market information and their job contribution

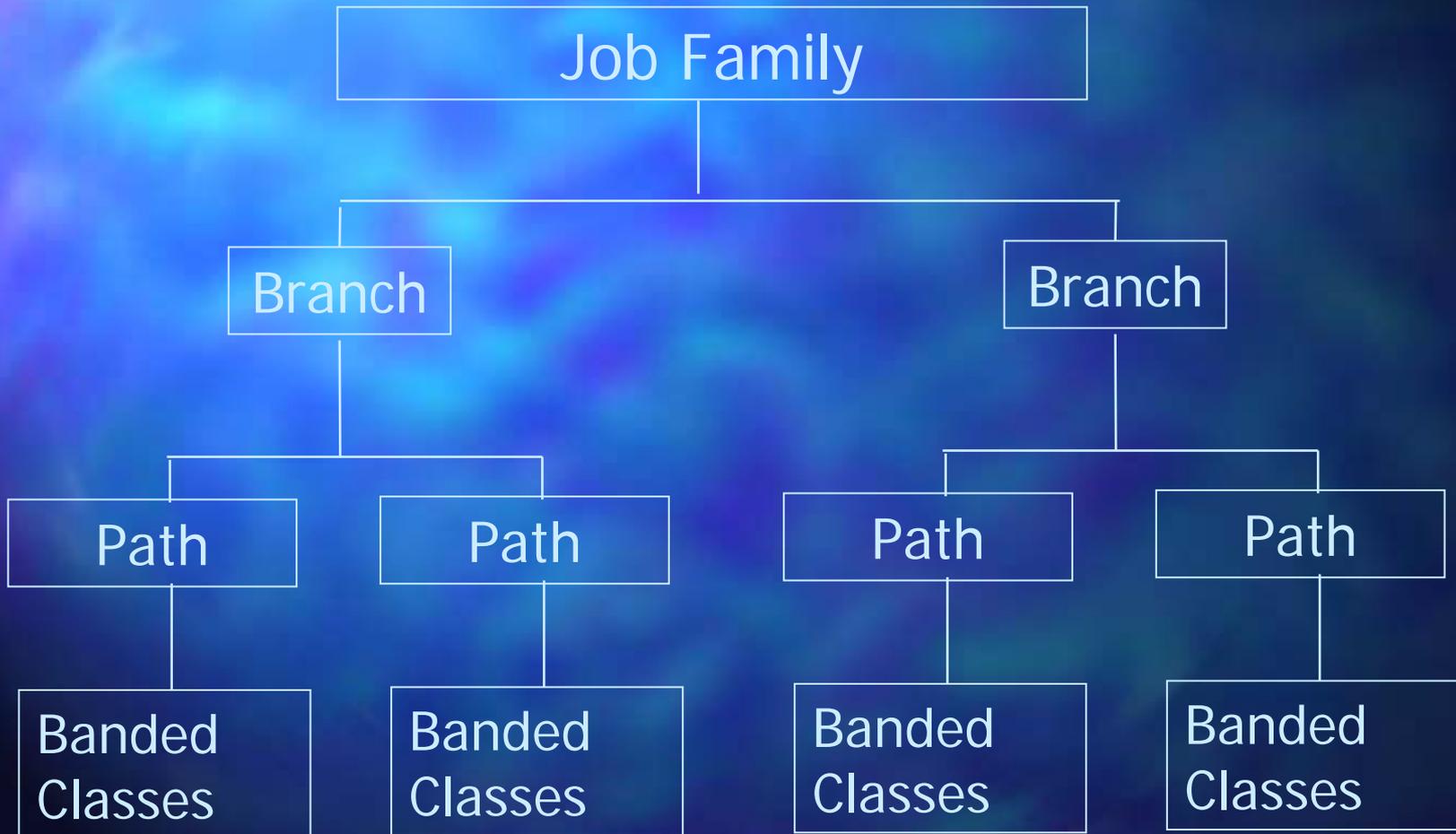
The New HR System - Career Banding

- Significantly reduces number of classification titles
- Fewer policies and rules
- Employee pay based on labor market information and skill level
- More able to compete with competitors

The New HR System - Career Banding

- Encourages employees to improve their skills and plan their careers
- Delegates salary decision-making to managers
- Facilitates the hiring of new employees who have the necessary skills
- Training and development activities are more focused

Job Family Structure



Banding

- Competency - set of behaviors which encompass skills, knowledge and attributes/abilities

Banding

- Each banded class will have three competency (skill) levels
 - 1. Contributing
 - 2. Journey
 - 3. Advanced

Banding

- Contributing - Span of knowledge and skills minimally necessary to perform a job
- Journey - Fully acquired knowledge, skills, and successful work behaviors that are beyond the contributing competencies.
- Advanced - highest or broadest scope of knowledge, skills, and work behavior.

Competencies

- Examples of a competency at the three levels for the Admin. Support Associate
 - Written Communication
 - Contributing - Gathers readily available information from office records to draft e-mails, memos and other correspondence.
 - Journey - Composes correspondence involving operational procedures independently from general instructions.
 - Advanced - Independently composes correspondence requiring research and presents data accurately to support findings.

Pay Band Ranges

- Salary ranges are based on salary survey data and are relevant to geographic areas.
- Management determines the business need for certain competencies.
- Employees progress through the ranges by developing and demonstrating competencies that are needed and assessed by supervisors.

Funding

- Additional funding was not allocated to implement the new system.
- Executive Management evaluate future options to fund career banding.
- First phase of Career Banding will be cost neutral.
- Operating under dual personnel system.

HRM's Role

- Develops an internal process for establishing, filling and redesigning positions and for compensating employees.
- Determines documentation requirements.
- Communicates Career Banding to employees.
- Provides initial and continued training and consultation services to managers.

HRM's Role

- Ensures accountability.
- Monitors and audits actions taken.
- Governs a phased approach of delegating salary adjustment approval authority to managers.
- Assesses program.

Manager's Role

- Evaluates employees' competencies and provides documentation regarding level placement.
- Establishes career development plans to enhance employees' contributions to the organization.
- Proposes salary increases.

Employee's Role

- Takes responsibility for career development.
- Participates in work planning.
- Develops their skills and abilities related to established competencies.
- Works towards accomplishing divisional mission/goals through continued demonstration of competencies.

Implementation Process

- HRM meet with managers and employees
- Weekly focus group meetings to develop competencies
- Documentation of competencies to Division Director and HRM Director for approval
- Documentation submitted to OSP for approval

Implementation Process

- Division submits preliminary allocation list and supporting documentation to HRM
- HRM submits preliminary allocation list to OSP
- Implement recommendations
- Communicate to staff

Banded Classes

- Law Enforcement
- Information Technology
- Institutional Services
- Administrative Support Branch of the Administrative and Managerial Family
- Research and Social Research Branch of the Natural Resources and Scientific Family

Banded Classes

- Attorney Branch of the Legal Family
- Facility Maintenance and Vehicle Equipment Operator and Repair Branches of the Operations and Skilled Trades Family

Pending Classes

- Administrative and Managerial
- Human Services
- Information and Education
- Medical and Health
- Operations and Skilled Trades
- Engineering and Architecture
- Natural Resources and Scientific

Questions?

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