



# **BROWARD COLLEGE**

**Total Rewards Strategy Study Update**

**Learning Council Update**

September 16, 2008

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# Project Update Topics

- Job Level Guides
  - Organizing Framework
  - Job Level Guide Status
- Project Timeline
- Next Steps

# Five Key Elements of a Total Rewards Strategy

## REWARDS OF WORK™ MODEL



# Introduction

- 22 job description workshops were presented with over 600 employees in attendance.
- 600 job descriptions were submitted for review.
- 36 employee focus groups were conducted at the College between January 28, 2008, to February 1, 2008.
- Approximately 600 Professional/Technical Staff and Administrative employees attended the focus groups.
- Focus groups were structured by function (e.g., information technology, executive assistants, campus safety, Associate Deans).
- The presentation explained the goals and timeline of the Total Rewards Strategy and Compensation Study and posed questions for discussion.

# Job Level Guides Organizing Framework - Draft

A set of distinct job level guides are in development, reflecting broad job families at BC. These guides make up the overall compensation and classification system

Job Level Guide Title	Definition	Representative Roles
<b>Administrative Support Professionals</b>	Positions in a support function role that are secretarial/clerical/administrative in nature	Administrative Specialist, Senior Administrative Specialist, Executive Assistant
<b>Information Technology</b>	Positions (both campus and department based) with a primary role in Information Technology	Web Specialist, Software Developer, Network Engineer
<b>Maintenance and Trades</b>	Positions with a primary role in Maintenance and Trades	HVAC Technician, Landscape Technician Senior, Mechanic Automotive
<b>Safety and Security</b>	Positions with a primary role in Safety and Security	Campus Safety Officer, Campus Safety Corporal
<b>Professional/Individual Contributors</b>	Positions acting as individual contributors in specialized areas such as Finance, Human Resources, Academic Affairs, etc.	Academic Advisor, Accountant, Facilities Planner, Financial Aid Advisor, Benefits Specialist
<b>Management</b>	Supervisory and management positions, both campus and department based	Manager Bookstore, Director Enrollment Management
<b>Deans and Associate Deans</b>	Deans and Associate Deans	Associate Dean, Academic Affairs, Dean Health Sciences
<b>Vice Presidents/Provosts</b>	Vice President/Provosts – BC leadership	Vice President, Student Affairs

Note: The addition of an Administrator job level guide was suggested at the meeting and is currently under consideration

# Job Level Guides Organizing Framework - Draft

The organizing framework will help BC:

- Create a classification structure that is clear and understandable to the BC community
- Build credibility through a structure where staff can understand where their jobs are placed and why
- Provide an opportunity for broad salary ranges, encompassing a wide range of jobs
- Establish a structure that is not overly complex but is comprehensive of BC jobs
- Create a framework that is easy to maintain and update in the future
- Set up the framework to create job family based career ladders/progression at a later date
- Address jobs (typical within Higher Education) that may span across more than one job family
- Provide flexibility to move through job level guides and not have incumbents pigeon holed into one job family or another

# Job Level Guide Status

Progress continues on the development of the Job Level Guides

Job Level Guide	Status
<b>Administrative Support Professionals</b>	<p>Second draft of guide in development by Consultants, review by BC HR soon</p> <p>Second draft will react to feedback provided by BC Leadership</p>
<b>Information Technology</b>	<p>Guide close to completion, reviewed by BC Leadership, should be finalized by end of September/Early October</p> <p>Beginning Market Pricing analysis for Information Technology benchmark positions</p>
<b>Maintenance and Trades</b>	Draft guide developed, in review with BC HR
<b>Safety and Security</b>	<p>Guide close to completion, reviewed by BC Leadership, should be finalized by end of September/Early October</p> <p>Beginning Market Pricing analysis for Safety and Security benchmark positions</p>
<b>Professional/Individual Contributors</b>	Under discussion
<b>Management</b>	In development
<b>Deans and Associate Deans</b>	In development
<b>Vice Presidents/Provost</b>	In development

# Maintenance and Trades Job Level Guide

Band	Representative Titles	Job Scope and Responsibility	Complexity/Impact of Work	Management (People or Project)	Knowledge and Skill
A	Custodian, Maintenance Worker, Storekeeper, Tradesworker Assistant	<ul style="list-style-type: none"> <li>Work involves completing tasks that are foundational in nature and follow well-established procedures.</li> <li>Sample job responsibilities include:                             <ul style="list-style-type: none"> <li>Performs custodial and maintenance duties</li> <li>Performs minor maintenance on small equipment</li> <li>Performs semi-skilled, manual labor</li> <li>Receives shipment and confirms delivery receipts</li> <li>Assists in the performance of tasks within one or more recognized trades</li> <li>Performs a variety of clean-up and general maintenance tasks at job sites</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Works under Immediate to General Supervision - performs work based on detailed instructions or precise operating procedures</li> <li>Supervisor or manager typically defines tasks, sets priorities, and assists in handling unusual situations</li> <li>Problems and decision-making are generally related to routine and recurring situations/issues</li> </ul>	<ul style="list-style-type: none"> <li>Contributes as a team member</li> <li>No people or project management required at this level</li> </ul>	<ul style="list-style-type: none"> <li>Typically zero to one year relevant experience</li> <li>High School diploma</li> </ul>
B	HVAC Technician, Locksmith, Automotive Mechanic, Tradesworker	<ul style="list-style-type: none"> <li>Work involves completing journey-level tasks on a daily basis, generally following well-established procedures</li> <li>Sample job responsibilities include:                             <ul style="list-style-type: none"> <li>Performs general and specialized tasks in one or more of the recognized trades</li> <li>Performs skilled mechanical work in diagnosing, maintaining, and repairing automotives and associated equipment</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Works under General to Limited Supervision - performs work based on general or standard operating procedures, with some leeway regarding approach or deviation from norms</li> <li>Makes recommendations regarding short-term approach and methods</li> <li>Problems encountered may be varied but are generally within predictable parameters</li> <li>Decisions generally impact own job and are of an operational or procedural nature</li> </ul>	<ul style="list-style-type: none"> <li>Contributes as a team member</li> <li>May lead the work of student workers</li> </ul>	<ul style="list-style-type: none"> <li>Typically up to two years of relevant expertise</li> <li>High School diploma</li> </ul>

# Overall Project Timeline

	9/15	9/22	9/29	10/6	10/13	10/20	10/27	11/3	11/10	11/17	11/24	12/1	12/8	12/15	12/22
<b>Job Level Guide Development</b>															
• Finalize IT Job Level Guide															
• Finalize Safety and Security Guide															
• Develop draft Admin Support Professional Guide, Review with BC Leadership															
• Finalize Admin Support Professional Guide (including assignment of jobs to levels)															
• Develop draft Professional/Individual Contributor, Maintenance and Trades, Management, Deans and Associate Deans and VP/Provost															
• Review drafts of remaining guides with BC HR, assign jobs to levels and guides															
• Conduct on-site review of remaining guides with appropriate BC leadership (1 day visit)															
• Finalize remaining guides															
<b>Market Pricing*</b>															
• Identify IT and Safety and Security Benchmark Jobs, Data Resources, and Comparison Groups, Review with BC HR <i>(Complete)</i>															
• Conduct IT and Safety and Security Market Pricing, Review Results with BC HR															
• Identify benchmark jobs for remaining guides															
• Conduct market pricing for remaining jobs, Review results with BC HR															
• Conduct BC comparison to market - <i>TBD</i>															
<b>Guideline Development and Implementation</b>															
• Develop Compensation Handbook (including all job level guides and job assignments) - <i>TBD</i>															
• Introduce full program to Leadership - <i>TBD</i>															

\* For each job level guide, 1 to 2 positions per level will be market priced, market pricing will begin once job level guides are finalized, the same process will be followed for each guide

# Next Steps

- Finalize development of all the job level guides
- Conduct and finalize market pricing
- Begin development of pay guidelines
- *Note: As each Job Level Guide is completed, BC Human Resources will test the guides to ensure accuracy of job assignments and job responsibilities*