



Career Banding for Student Services Specialists

February, 2008



Career Banding Refresher

What is Career Banding?

- Classification & Compensation System
- Narrowly defined classes are grouped or banded by the nature of the work;
- Similar skill sets and labor markets;
- Assigned to broad Pay Bands;



Job Family Structure

Job Family
Information & Education

Branch
Student Services

Banded Class
Student Services Specialist



New Banded Title

Student Services Specialist

Effective 2-1-2008

Current Class Titles

Univ Residence Admin I, II

Student Ctr Prog Dir & Tech Dir

Recreation Workers

Student Services Mgr I, II, III

Univ Admiss Rep I, II

Enrollment Services Offc I, II

Enrollment Serv Admin I, II

Administrative Assistant
I, II, III – Student
Programs

Administrative Officers
I, II – Student Programs

30 Different Titles



Career Banding Refresher

Key Terms:

- Competencies are the knowledge, skills, and abilities (KSA's) necessary to perform the job;
- They are the observable and measurable;
- Different than performance – Input vs. Output
- Levels are progressive within the band.



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- Three levels of Competencies
 1. Contributing: basic skills or progressive entry level KSA's required for the job
 2. Journey: fully applied KSA's for the job – the majority of positions
 3. Advanced: broadest KSA's for the job – must be regular, recurring & frequent



Career Banding Refresher

Management's Role

- Determine Position design & Business Need
- Assess Employee's Initial and continuing Competency Level
- Provide detailed documentation
- Establish Career Development Plans
- Apply Pay Factors fairly, equitably, and consistently



Determining the Position Business Need

- Business Need = Overall Competency Level of the Position
- Managers consider the following:
 - Departmental Goals
 - Workforce Needs & Responsibilities
 - Funding Available
 - Availability of Workers
- Business need influences recruitment



Determining the Position Business Need

- Journey level competencies often describe the majority of position requirements
- Volume and quantity of work are not factors
- Assume regular, recurring and frequent use of skills to justify “Advanced” level competency



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Employee's Role

- Take a greater responsibility for career management
- Develop competencies and skills that are valued by the organization
- Contribute to the organization's mission through continued demonstration of competencies



Position or Employee Competency Assessment

- Competency assessments are required:
 - New Position
 - Change in Position/Employee skills or duties
 - Employee Initial Walk-over/ Grade-Band Transfer
 - Employee New Hire, Promotion, Transfer
 - To recommend Employee pay adjustments
 - Periodic review



Tools: Competency Profile & Assessment Worksheets

- Student Services Specialist
 - Competency Profile – *Description of Work & Competencies*
 - Competency Assessment Worksheet
 - Competency Assessment Summary



Student Services Specialist *Profile*

Description of Work

- Performs a range of student services:
 - Focus on student development and/or
 - Administration of policies and compliance.
- Manages/administers/leads areas in enrollment management, student life or other student centered services.
- Research, development & implementation of student programming.



Student Services Specialist *Profile*

Description of Work

- Manage data, interpret policy & develop internal controls for compliance.
- Student development and personnel management.
- Internal & external communication within confidentiality parameters.
- Independent program administration or facility management



Student Services Specialist *Profile*

Role Description - Contributing

- Limited scope of work
- Assists in program development
- Solves routine problems
- Participates in initiatives to meet goals
- Data analysis for standard reports
- Monitors student workers, reviews daily performance and gives instructions for improvement.



Student Services Specialist *Profile*

Role Description - Journey

- Broad scope of operations & special expertise
- Initiates programming and develops processes.
- Resolves issues, client needs of a recurring nature.
- Interprets policy and procedure within authority for standard & non-standard issues.
- Analyzes information data for non-standard reports.
- Mentors others in various areas of technical expertise.
- Conducts training and may review the work of others.



Student Services Specialist *Profile*

Role Description - Advanced

- Provides leadership for the unit with broad scope.
- Initiates new approaches based on expertise
- Resolves unprecedented issues & problems
- Develops procedures to enhance goals.
- Develops and analyzes complex reports
- Evaluates accomplishments to ensure program missions
- Reviews and resolves most difficult, controversial or sensitive work.

Student Services Specialist *Profile*



Competencies

- Managing Work Processes
- Decision Making
- Coordination - Operations
- Program Management
- Client/Customer Service
- Information/Records Administration
- Managing Work & Performance



Steps to Assess Employee or Position Competencies

1. Review Key Competencies & Weight for the Business Need & Employee
2. Identify the tasks to support each competency
3. Assess each competency as Contributing, Journey, or Advanced
4. Document measures & rationale
5. Determine the Overall Competency Level

Assessing Competencies - Student Services Specialist

- Step 1.
Identify Key Competencies and weight using the Competency Profile

Competencies	Weight
Managing Work Processes	
Decision Making	10%
Coordination - Operations	10%
Program Management	50%
Client/Customer Service	20%
Information/Records Admin	10%
Managing Work & Perform	
Total	100%

Assessing Competencies - Student Services Specialist

- Step 2.
Identify tasks from the Job Description that reflect KSA's of each competency

Competency	
Program Management	Tasks/Role
Ability to coordinate and administer programs, activities and protocols. Ability to manage resources, monitor activities, assess environmental risks and quality control.	Coordinates and develops single program within multi-program area and contributes to unit goals. Administers policies and develops procedures for program; Provides program assessment and participates in planning for program resources.

Assessing Competencies - Student Services Specialist

- Step 3.
Assess each competency as Contributing, Journey, or Advanced level

Competency	
Program Management	Competency Level
Ability to coordinate and administer programs, activities and protocols. Ability to manage resources, monitor activities, assess environmental risks and quality control.	Contributing Level

Assessing Competencies - Student Services Specialist

- Step 4.
Comment on
observable
skills, tasks &
measures
used in rating
& Assign
Weight

Competency	
Program Management	Comments – Observable KSA's
Ability to coordinate and administer programs, activities and protocols. Ability to manage resources, monitor activities, assess environmental risks and quality control.	Develop and manage single program reflects limited scope; standard administrative skills needed to coordinate services; Routine problem solving. Assist with resource management
Weight – 50%	Contributing Level

Assessing Competencies - Student Services Specialist

- Step 5. Determine Overall competency level; Complete Competency Assessment Form

Competency	Wt	Comments	C	J	A
Decision Making	10%	Decides applicable service based on structured guidelines.	C		
Coordination – Operations	10%	Knowledge of external/ internal guidelines impacts service.		J	
Program Management	50%	Develop & manage single program of limited scope; standard administrative skills needed to coordinate services; Routine problem solving. Assist with resource management.	C		
Client/Customer Service	10%	Frequent contact with clients to respond to special needs.		J	
Records Administration	20%	Standard data management of confidential records.	C		
Overall	100%		C		24

Assessing Competencies - Student Services Specialist

- Step 5. Determine Overall competency level; Complete Competency Assessment Form
 - The **Overall Competency level** is based on combined individual competency scores & weight
 - Transfer comments and scores to the Competency Assessment Form (final page of worksheet) & send to HR
 - Employee can appeal overall competency rating and/or resulting salary decision

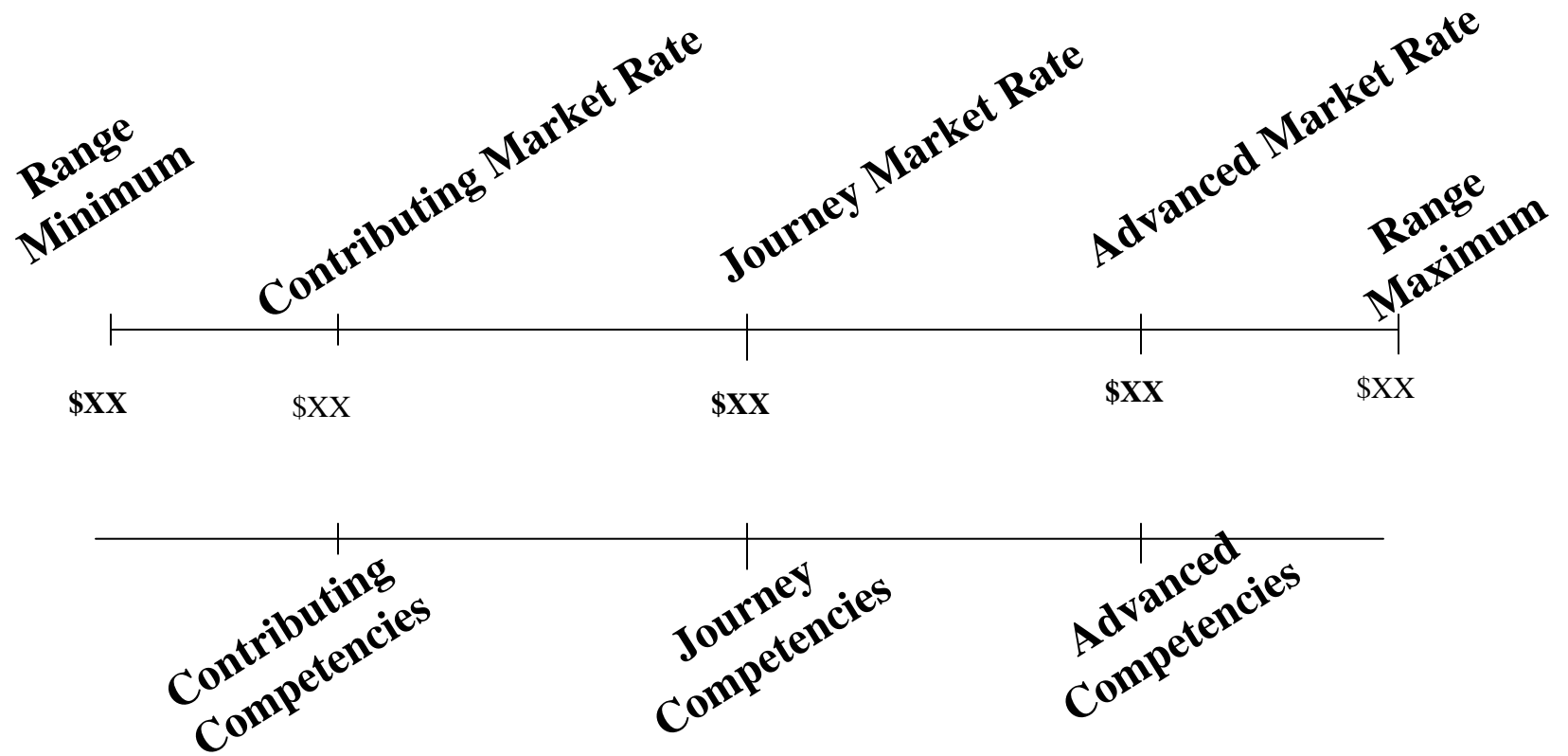


Salary Administration & Pay Adjustments

- No pay adjustments at time of transition to banded classification
- Market rates target the journey level
- Departments and divisions should pursue consistency across positions
- Competency Assessment and review of all Pay Factors are required for salary adjustments



Pay Range & Market Rates



Pay Factors

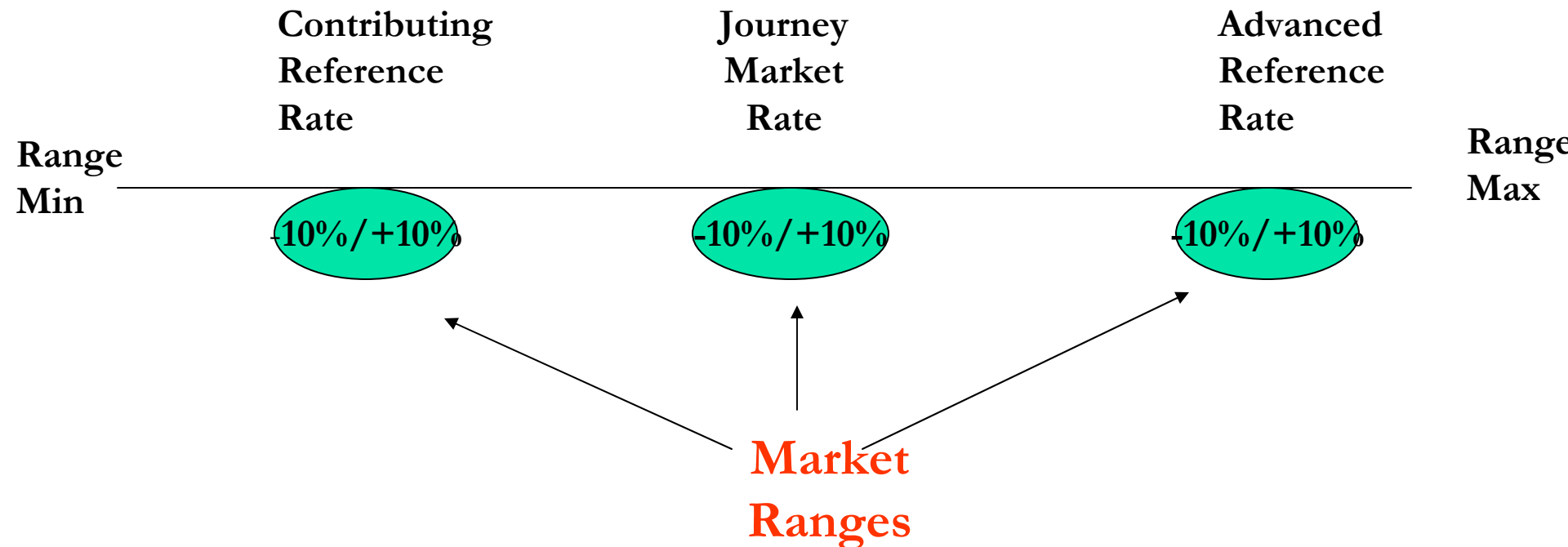
(*Must be reviewed for all pay adjustments)

- Financial Resources-budget
- Appropriate Market Rate-competency level halo
- Internal Pay Alignment-equity
- Required Competencies-
 - Minimum qualifications for the class
 - Training, certifications, and licenses
 - Duties and responsibilities
 - Related education and experience
 - Knowledge, skills, and abilities



Pay Factors

Appropriate Market Rate





Pay Factors

Appropriate Market Rate

Competency Assessment Summary

Contributing Journey Advanced

Comp A X

Comp B X

Comp C X

Overall X



Career-Banded Class Rates





Career Progression Adjustments

- Optional; Based on Pay Factors
- Career Progression Adjustment options:
 - **Change in Job Duties**
 - **Labor Market**
 - **Retention or Equity**
 - **Competency / Skills**



New



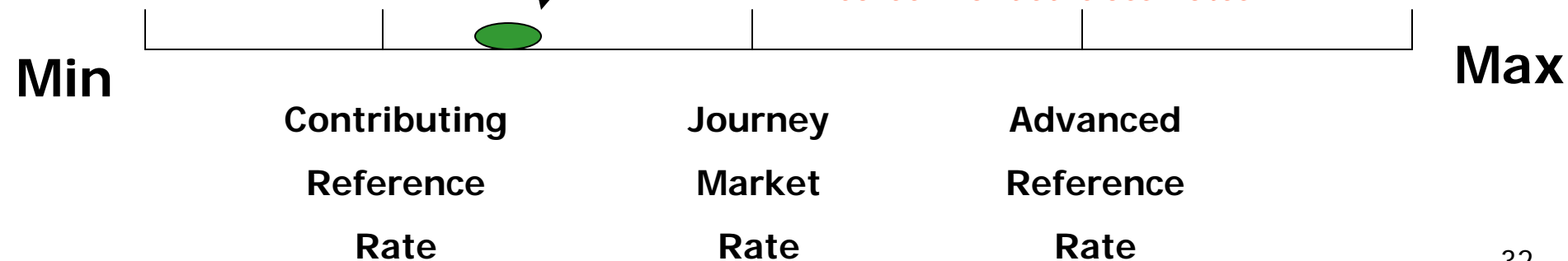
Career Progression Adjustments

Competency Assessment Summary

	Contributing	Journey	Advanced
Comp A		X	
Comp B	X		
Comp C	X		
Overall	X		

Employee's Pay

Career-Banded Class Rates





Career Progression Adjustments

- No new funding; may be funded through redistribution of promotion, reallocation, in-range and other increases currently being awarded
- Employees may grieve a pay decision and/or overall competency rating
- Employees with active written warnings, below good or unsatisfactory performance evaluations are not eligible for career progression adjustments



Career Banding Forms & Worksheets

- **Career-Banding Policy**
- **Career-Banding Job Description Form**
- **Career-Banding Competency Profiles**
- **Career-Banding Competency Assessment Form**
(send to HR);
- **Career-Banding Competency Assessment Worksheet** (retain in department)
- **Career-Banding Salary Decision Worksheet**

All the forms are available on line at

<http://www.uncw.edu/hr/classification-career.html>



Reminder...What's Next

- Business Need and Employee Competency Assessments due May 1, 2008
- HR will monitor and consult with departments on pay decisions



Career Banding Advisory Committee

- Patricia Thompson - ITSD
- Karel Dutton – Public Service and Continuing Studies
- David Weber – Communication Studies
- Diane Levy – Sociology and Criminal Justice
- Kris Walters – School of Nursing