



The University of North Carolina Wilmington

CAREER-BANDING
FOR
ADMINISTRATIVE & OFFICE
SUPPORT POSITIONS
EMPLOYEE SESSIONS
Phase I



What is Career-Banding?

- Jobs with similar work, skills & labor markets are combined into broad bands
- Pay ranges are wider & based on labor market information
- Employee pay is based on demonstration of competencies -knowledge, skills & abilities



Why the Change?

- To improve recruitment, retention and career development
- To simplify the administrative processes
- To delegate decisions to managers and supervisors
- To base employee pay on level of contribution and market information



Old to New....

GRADED SYSTEM

- Narrowly defined classes
- Many class levels
- Emphasis on classification
- Pay based on longevity
- Career growth thru promotion
- Budget at minimum
- Minimal budget planning for HR issues

BANDED SYSTEM

- Broadly defined classes
- Few class levels
- Emphasis on pay/market
- Align salaries w/ market
- Career growth in current position.
- Budget at market; adjust band as necessary
- Emphasis on career development and budget planning



Good for the Manager....

- Workforce planning for business needs
- Budget planning based on real market data
- Ability to plan for training needs
- Compensation decisions related to market value and employee contributions
- Focus on appropriate pay versus justifying a classification level



Good for the Employee....

- Focus on achieving personal growth in competency rather than moving to higher grade or position
- More potential for salary increases as needed competencies are demonstrated
- Better opportunity to develop a career path

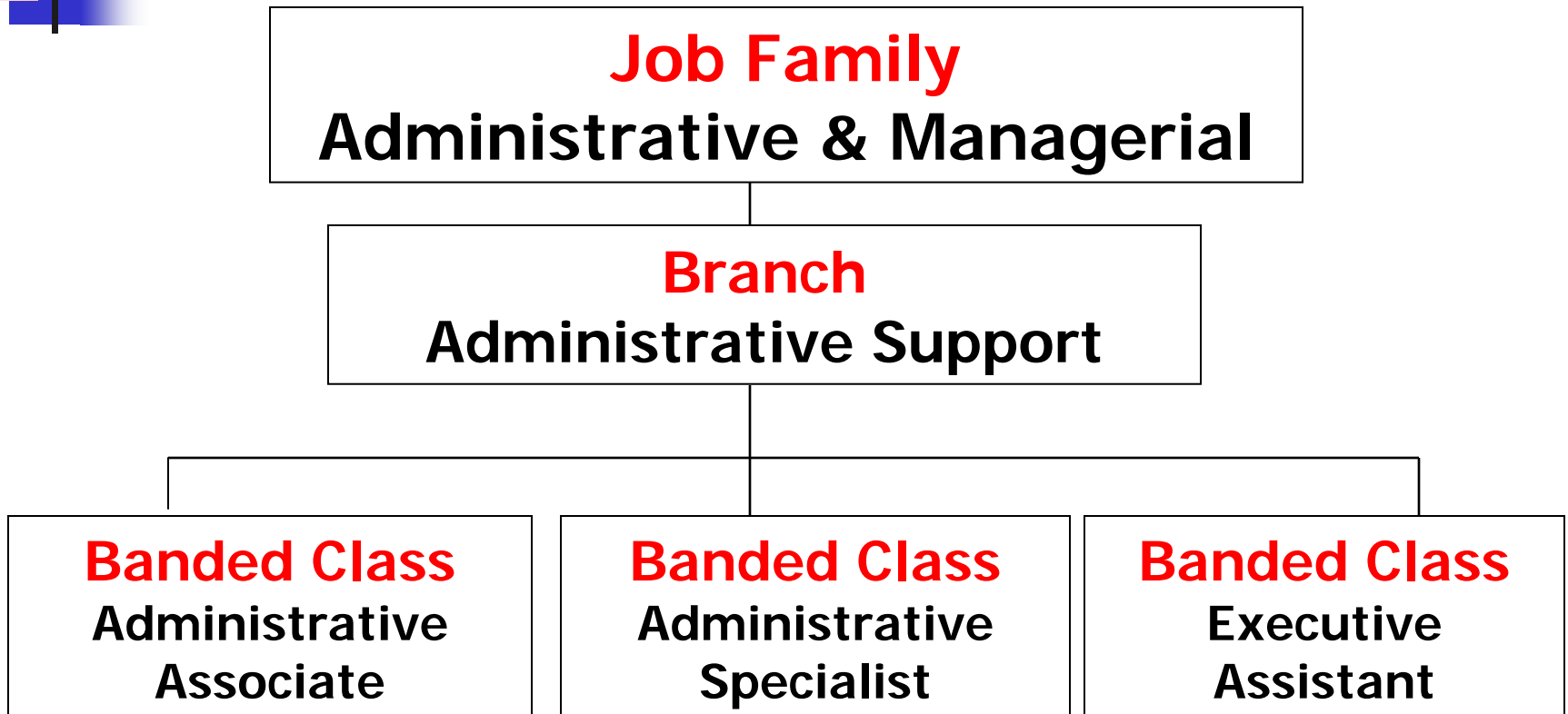


Ten Job Families

- 1. Administrative and Managerial**
- 2. Information Technology**
- 3. Law Enforcement and Public Safety**
4. Information and Education
5. Human Services
6. Medical and Health
- 7. Institutional Services**
- 8. Operations and Skilled Trades**
9. Engineering and Architecture
- 10. Natural Resources and Scientific**



Job Family Structure



Administrative Associate

Profile



- Performs a variety of administrative, secretarial, and office support duties.
- Requires knowledge of unit programs, policies and procedures for communication.
- Uses a wide variety of office technology
- Extensive Public contact role
- May serve as the primary assistant to a manager or lead worker.



Titles to Banded System

Current Class Title

Banded Title

Administrative Associate

Mail Clerk II,

Accounting Tech II

Postal Window Clerk

Medical Records Assistant
III, IV

Office Assistant III, IV

Medical Office Assistant

Program Assistant IV, V

Personnel Assistant III, IV, V

Processing Assistant III,
IV, V

Administrative Secretary I, II

Accounting Clerk IV, V

Mail Center Supervisor I

Administrative Specialist

Profile



- Independent program management and coordination rather than general office or administrative tasks.
- Requires specialized program knowledge or skills
- Interprets policies, procedures and information systems
- May have supervisory responsibilities



Titles to Banded System

Current Class Title

Banded Title

Administrative Specialist

Administrative Secretary III -
(Based on Job Duties)

Administrative Assistant I

Accounting Tech III

Administrative Assistant II

Executive Assistant

Profile

- Management assistant to senior university administrator – SAAO
- Serves as the principle administrative support.
- Administrative duties involving decision-making and judgment.
- Public contact is a major component.
- May have operational functions.

Titles to Banded System

Current Class Title

Banded Title

Executive Assistant

Administrative Secretary II -
(Based on Job Duties)

Administrative Secretary III -
(Based on Job Duties)

Executive Assistant I

Executive Assistant II



Competencies – what are they?

- Competencies are the observable and measurable set of (KSA's):
 - knowledge
 - skills
 - abilities
 - & work behaviorsnecessary to perform the job



Competency Levels

- Contributing:

Span of Knowledge, Skills, Abilities & work behavior necessary as basic skills or from entry level to journey level



Competency Levels

- Journey:

Fully applied body of Knowledge, Skills, Abilities & work behavior demonstrated and required for a banded class



Competency Levels

- Advanced:

The highest or broadest scope of Knowledge, Skills, Abilities & work behavior demonstrated & required for the banded class

Competency Levels – Progressive

| Office Technology | Contributing | Journey | Advanced |
|-------------------------------------|---|--|--|
| Ability to utilize office equipment | Use a variety of office equip & information systems; (Computers, scanners, copiers; Word; Banner view access.) | Selects & applies features of a variety of systems & software. (Banner data entry; Office software) | Integrates variety of software or selects new computer applications. (External systems; specialized.) |

ADMINISTRATIVE ASSOCIATE Competencies

- Communication – Verbal
- Communication – Written
- Office Technology
- Work Coordination
- Problem Solving
- Knowledge – Program
- Information/Records Administration
- Financial Administration

ADMINISTRATIVE SPECIALIST

Competencies

- Knowledge - Program
- Information/Records Administration
- Office Technology
- Problem Solving
- Communication - Verbal
- Communication – Written
- Financial Administration

EXECUTIVE ASSISTANT Competencies



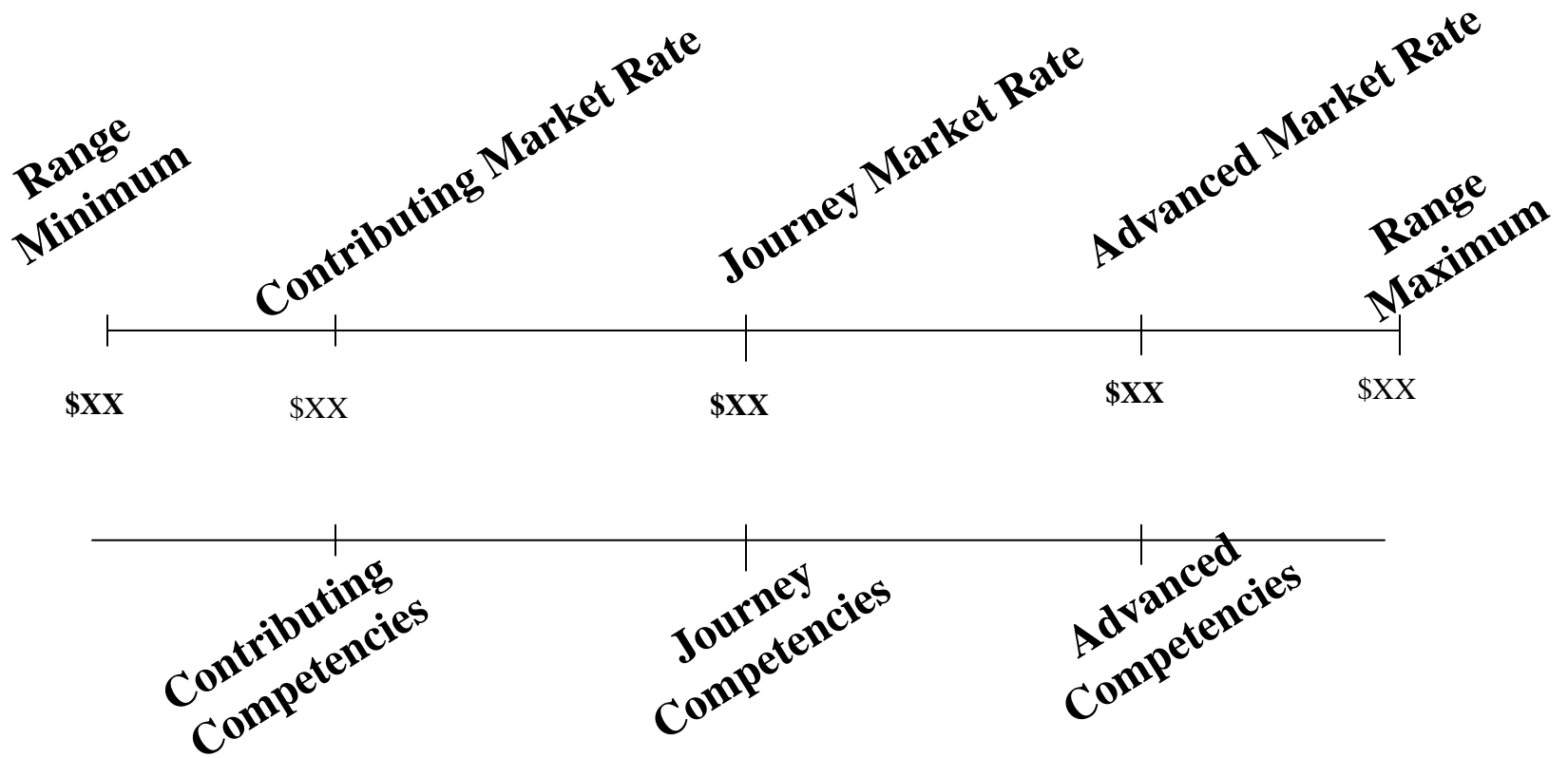
- Interpersonal Skills
- Knowledge – Program
- Problem Solving
- Planning and Organizing
- Communication – Written
- Information/Records Administration
- Budgeting or Operational Program Skills



Business Need Concept

- Position Design
- Knowledge, Skills, Abilities and work behavior required for successful completion of the Position
- Goal Funding at the market rate

Pay Range for a Banded Class



Pay Factors



- **Financial Resources** - Funding Availability
- **Appropriate Market Rate** - for competencies demonstrated by the employee.
- **Internal Pay Alignment** – salaries for employees with similar competencies and same banded class in a work unit
- **Required Competencies** - competencies required and demonstrated on the job.



Career Progression Adjustments

- Funded through redistribution of promotion, reallocation, in-range and other increases
- Career Progression Adjustment options:
 - Change in Job Duties
 - Labor Market
 - Retention or Equity
 - Competency / Skills



Salary Administration & Budgeting

- No increases upon implementation
- Long term goal: to fund positions at market rate for business need
- Pay Factors & Competency Assessment are required for future salary adjustments



Management's Role

- Advise employees on career development
- Use the Pay Factors in determining and managing employees' pay
- Make pay decisions based on business needs of the organization
- Document pay decisions



Accountability

- Consistently apply pay factors
- Employee appeal rights for dispute resolution:
 - Overall competency assessment
 - And/or the associated career-banding salary increase.
- Ongoing consultation with HR



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



Human Resource Role

- Orientation and training for employees & managers
- Facilitate implementation project
- Serve on Career-Banding Transition Teams
- Monitor pay decisions
- Position Management

What's Next?



- Information Sessions for Supervisors & Employees – **October & November**
- Supervisors review Profiles and Competencies for each position
- HR & Divisions assign initial bands for all positions by **November, 2007**



What's Next – Phase II

- **December – January** - Competency Assessment Training for Supervisors
- **February – May, 2008** - Supervisors complete **Competency Assessment** of Positions (Business Need) and Employees
- *Competency assessment must be completed for future salary adjustments*



For More Information....

- Visit the UNCW Website
- Contact the HR Classification & Compensation Team: Mark Steelman, Dale Lockwood or Andrea Clinkscales
- Contact the UNCW Career Banding Advisory Committee



Career-Banding Advisory Committee

Patricia Thompson - ITSD

Karel Dutton – Public Service and Continuing
Studies

David Weber – Communication Studies

Frankie Raymer - Physical Plant

Diane Levy – Sociology and Criminal Justice

Kris Walters – School of Nursing



Questions?
