



CAREER-BANDING



For

*Employees in Institutional
Services and Trades Classes*

October- November 2007

Career-banding Classification System



What is Career Banding?

- Collapsing of classes into broader titles
- Wider pay ranges
- Employee pay is based on development and demonstration of knowledge, skills, and abilities (competencies)

Goals of Career Banding



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

Banding Concepts



How are job classes banded together?

- General Nature of Work
- Knowledge, Skills, Abilities and Competencies
- Similar Labor Markets
- Training and Experience - Certifications, License

Job Family Band Structure

(Tentatively Ten Families)

1. Information Technology
2. Law Enforcement
- 3. Administrative and Managerial**
4. Information and Education
5. Human Services
6. Medical and Health

Job Family Band Structure

(Tentatively Ten Families)



7. **Institutional Services**
8. **Operations and Skilled Trades**
9. Engineering and Architecture
10. Natural Resources and Scientific

Job Family-Illustration

Institutional Services

```
graph TD; A["Institutional Services"] --- B["Environmental Services Technician"]; A --- C["Environmental Services Supervisor"]; A --- D["Environmental Services Manager"];
```

Environmental Services Technician

Environmental Services Supervisor

Environmental Services Manager

Conversion From Narrow Classes to Broad Classes - Illustration

Current Class Title	Banded Title
Floor Maintenance Assistant	Environmental Services Technician
General Utility Worker	
Grounds Worker	
Grounds Technician	
Housekeeper	
Houseworker	
Laborer	

Conversion From Narrow Classes to Broad Classes - Illustration

Current Class Title	Banded Title
Floor Maintenance Supervisor I Grounds Supervisor I Housekeeping Supervisor I Housekeeping Supervisor III Labor Crew Leader	Environmental Services Supervisor

Conversion From Narrow Classes to Broad Classes - Illustration

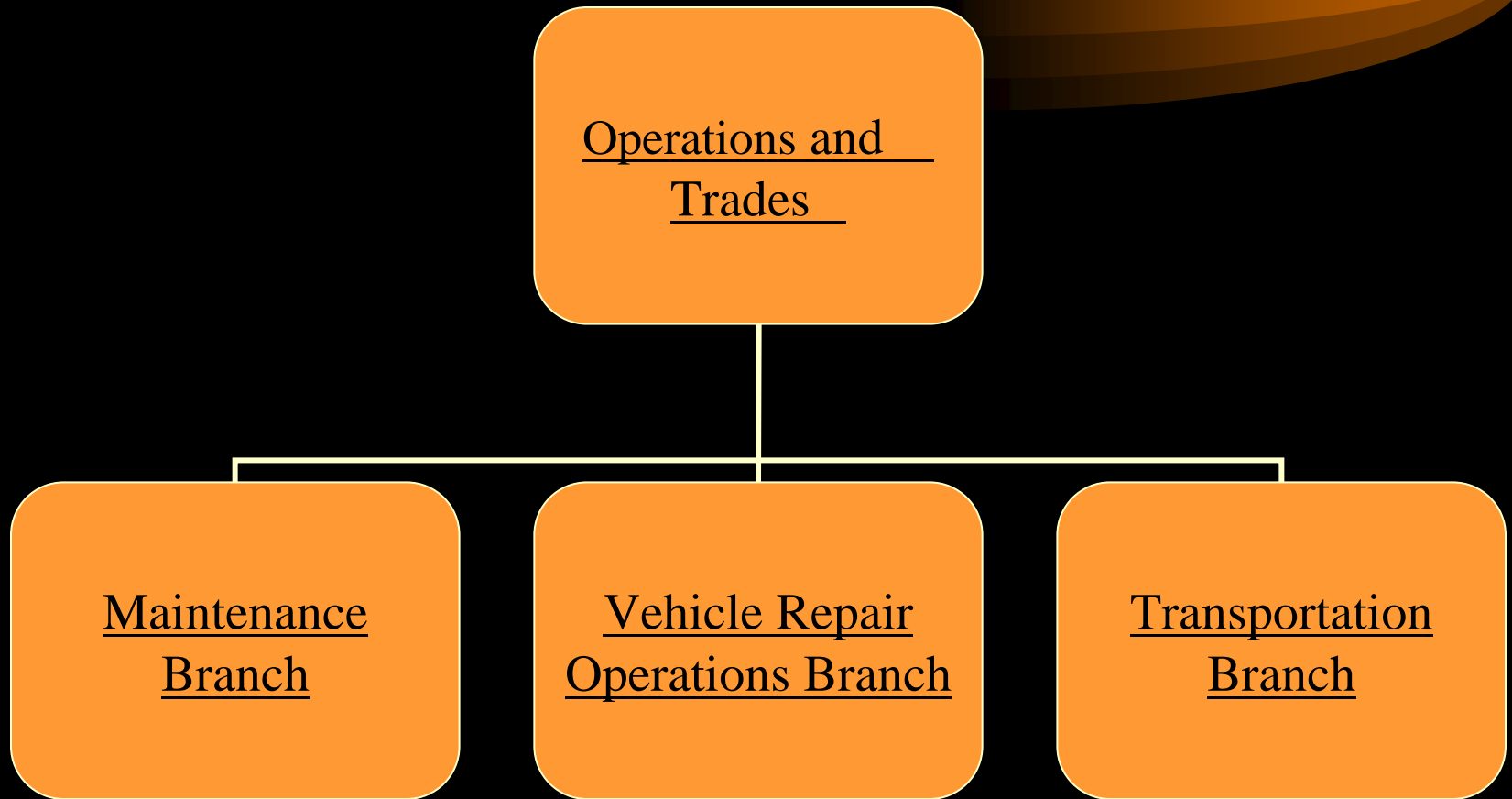
Current Class Title

Banded Title

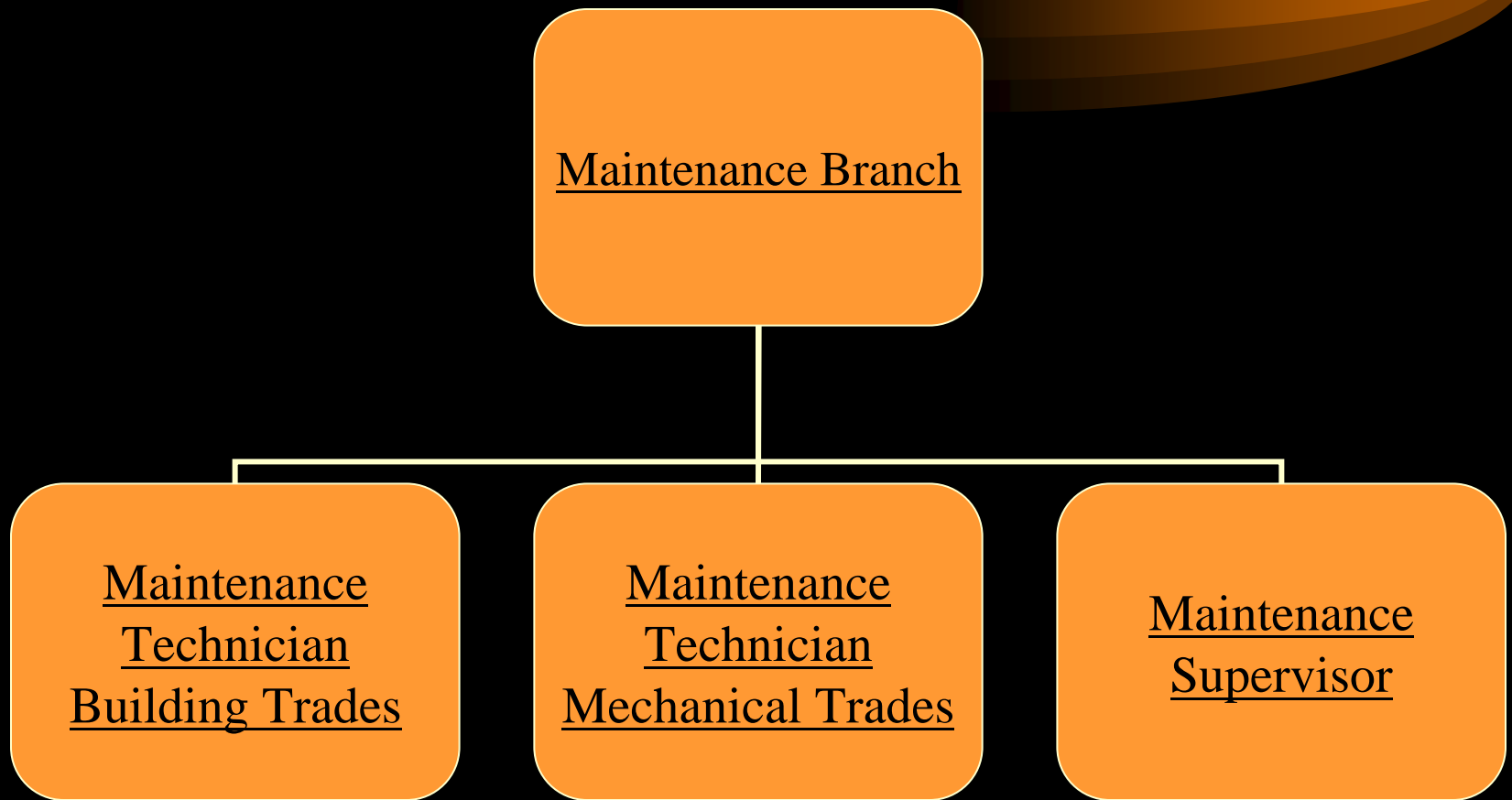
Grounds Superintendent I
University Housekeeping
Administrator III

**Environmental
Services Manager**

Job Family- Illustration



Job Family- Illustration



Conversion From Narrow Classes to Broad Classes - illustration

Current Class Title	Banded Title
Carpenter II	Maintenance Technician- Building Trades
Locksmith II	
Painter	
Maintenance Mechanics	

Conversion From Narrow Classes to Broad Classes - illustration

Current Class Title	Banded Title
Electrician I/II's HVAC Mechanic HVAC Technician Plumber I/II's Maintenance Mechanics	Maintenance Technician- Mechanical Trades

Conversion From Narrow Classes to Broad Classes - illustration

Current Class Title

Banded Title

HVAC Supervisor

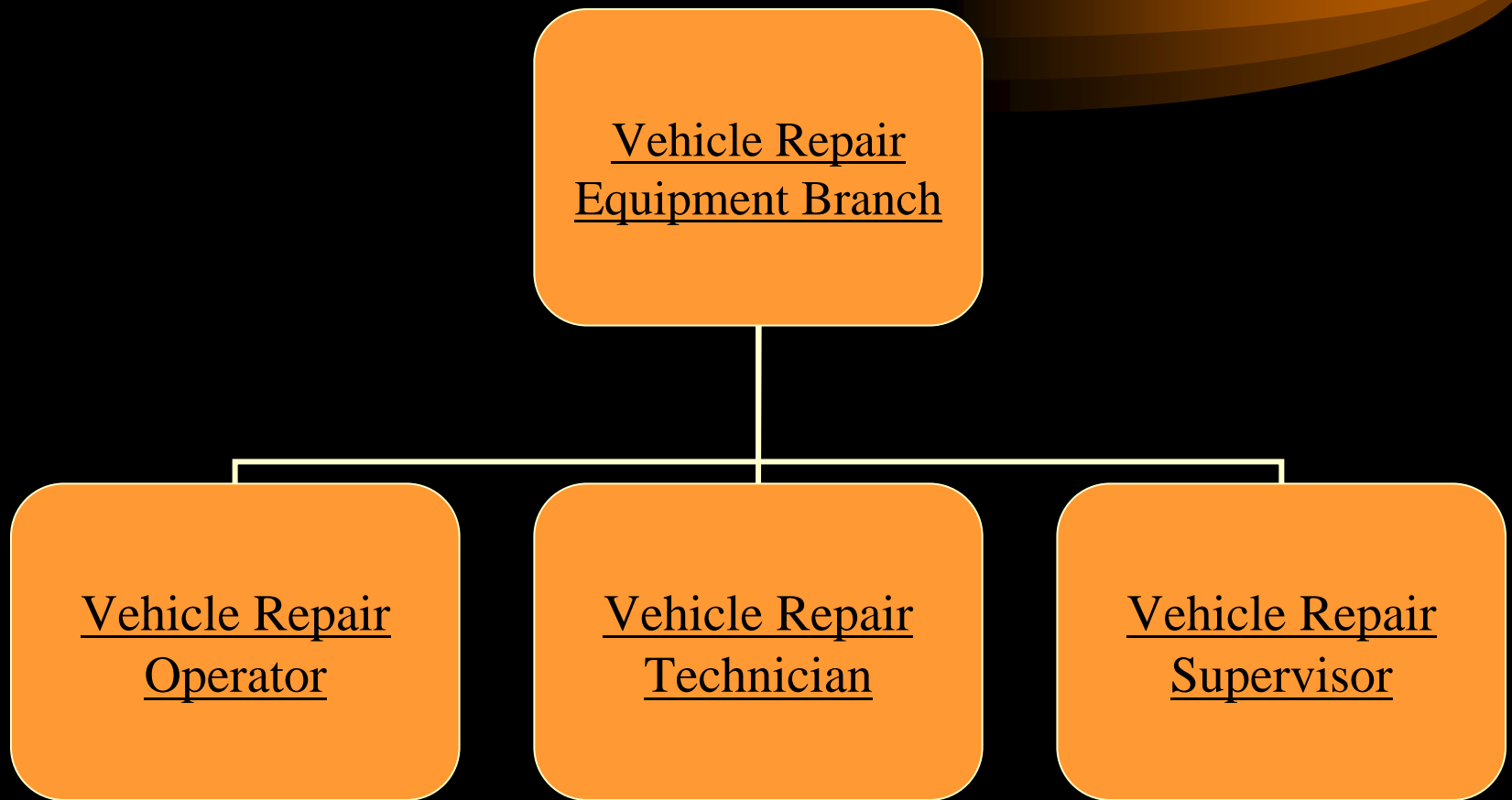
Electrician Supervisor

Plumber Supervisor

Locksmith Supervisor

**Maintenance
Supervisor**

Job Family- Illustration



Conversion From Narrow Classes to Broad Classes - Illustration

Current Class Title	Banded Title
Mechanic I	Vehicle
Mechanic II	Equipment Repair Technician

Conversion From Narrow Classes to Broad Classes - Illustration

Current Class Title	Banded Title
Mechanic Supervisor I Mechanic Supervisor II	Vehicle Equipment Repair Supervisor



Key Words

- Competencies are the observable and measurable set of:
 - skills
 - knowledge
 - abilitiesthat are necessary to perform the job

Key Words- Competency Levels



- Contributing Competencies
 - Knowledge, skills, abilities and successful work behaviors that are minimally required for entry into in the role

Key Words - Competency Levels



- **Journey Competencies**
 - Fully applied body of knowledge, skills, abilities and successful work behavior required for the band

Key Words - Competency Levels



- **Advanced Competencies**
 - The highest or broadest scope of knowledge, skills, abilities and successful work behaviors required in the band

Pay Factors

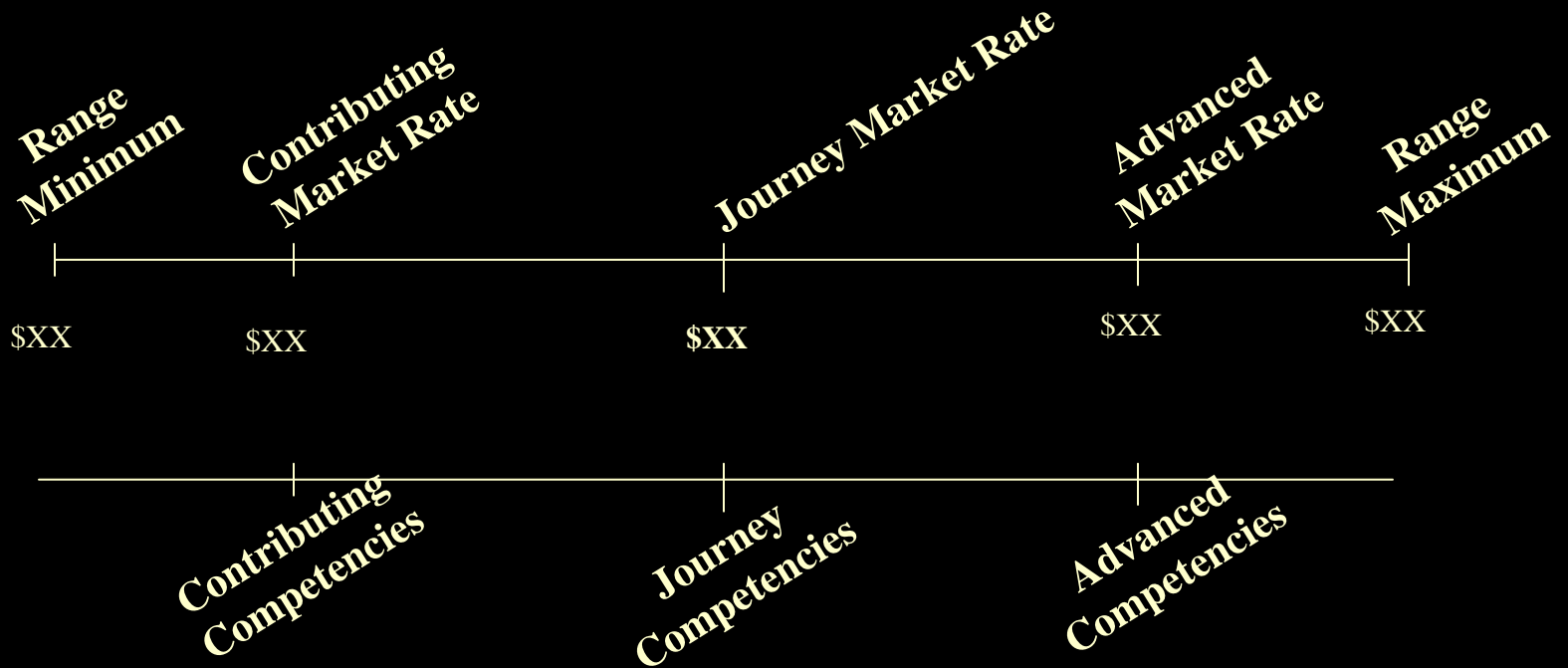


- **F**inancial Resources
- **A**ppropriate Market Rate
- **I**nternal Pay Alignment
- **R**equired Competencies

Competency – Example

Safety & Health Compliance	Contributing	Journey	Advanced
Demonstrates an understanding of and maintains conditions that ensure a healthy and safe working environment	Recognize and follows dispenser directions to properly mix cleaning chemicals	Services and/or replaces cleaning and maintenance equipment and machinery	Performs routine servicing of tools and equipment safely to ensure safe operation

Pay Range for a Banded Class



UNCW Salary Administration and Budgeting Considerations



- No increases are anticipated at time of implementation; may be awarded at a later date
- Equitable treatment required between banded and non-banded classes
- Long term goal: to fund positions at market rate

Career Progression Adjustments

- Pay adjustments will be funded through redistribution of promotion, reallocation, in-range and other increases currently being awarded
- Options:
 - Competency/Skills
 - Change in Job Duties
 - Labor Market
 - Retention

Business Need Concept



- Explain concept of business need
- Skills required for successful completion of the position's duties and responsibilities

North Carolina's Career-banding Classification System

Management's Role

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

North Carolina's Career-banding Classification System



Employee's Role

- Responsibility for career self-management
- Develop competencies and skills that are valued by the organization
- Contribute to the accomplishment of the organization's mission through continued demonstration of competencies and skills

North Carolina's Career-banding Classification System

Human Resources' Role

- Orientation and training for employees and managers
- Serve on Career-banding Transition Teams
- Facilitate implementation project
- Monitor pay decisions

Accountability



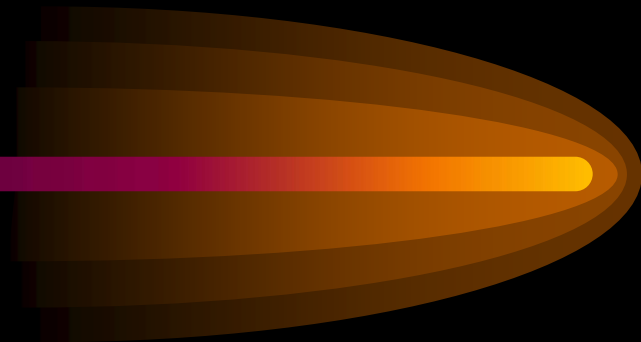
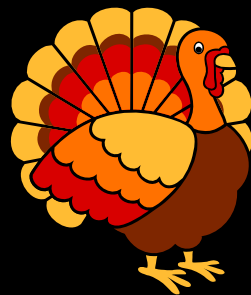
- Employee Grievance and Appeals rights
- Ongoing consultation with HR

What's next?



- Crosswalk on December 1st, 2007
- Phase II Training for Supervisors
- Competency Assessment's due May 2008

Questions?



Thank you!

