



Career Banding Competency Assessment Training

Phase II for Supervisors

December 2007 – January 2008



Competency Assessment Training Agenda

- Career Banding Refresher
- Determining Business Need
- Assessing Employee Competencies
- Applying the Pay Factors
- Recruitment in a Career Banding Environment
- Forms & Worksheets
- Next Steps



Career Banding Refresher

- Career Banding: Classification & Compensation System
 - Narrowly defined classes are grouped or banded by the nature of the work;
 - Similar skill sets and labor markets into broad classification titles;
 - Wide Pay bands



Career Banding Refresher

- Employee pay is influenced by development and demonstration of knowledge, skills, and abilities or competencies
- Relevant labor market information



Career Banding Refresher

- Competencies are the observable and measurable set of knowledge, skills, and abilities (KSA's) necessary to perform the job



Career Banding Refresher

- 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
 3. Advanced: broadest KSA's for the job



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



Career Banding Refresher

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



Determining Position Business Need

- Business Need = KSA's or Overall competency level needed in the job
- Consider the following:
 - Departmental Goals
 - Workforce Needs & Responsibilities
 - Funding Available
 - Availability of Workers
- Business need influences recruitment



Determining Position Business Need

1. Identify the key competencies and relative weight using the competency worksheet
2. Identify the tasks to support each competency
3. Assess each competency as Contributing, Journey, or Advanced
4. Determine the overall position competency level



Determining 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



Determining Position Business Need

- Market rates target the journey level
- Inflating the business need will create unrealistic employee expectations and cause inequities
- Departments and divisions should pursue consistency across positions



Assessing Employee Competencies

- Competency assessments are required when:
 - Initial Walk-over/ Grade-Band Transfer
 - New Hire, Promotion, Transfer
 - Change in employee skills or assignments
 - To recommend any pay adjustments
 - Periodic review



Assessing Employee Competencies

1. Identify the key competencies and weight using the profile/worksheet
2. Identify tasks that demonstrate each competency
3. Assess each competency as Contributing, Journey, or Advanced level
4. Comment on the observable skills & measures used to rate that competency
5. Determine the overall competency level.

Assessing Employee Competencies

Example: Administrative Associate

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

Competencies	Weight
Communication-Verbal	
Communication-Written	10%
Office Technology	50%
Work Coordination	10%
Problem Solving	
Knowledge-Program	
Information/Records Administration	30%
Financial Administration	

Assessing Employee Competencies

Example: Administrative Associate

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

Competency	Tasks
Office Technology	Tasks
Ability to utilize office equipment and other relevant technology (software, and systems) to meet work needs	Daily recurring Data Entry from source documents into Banner; data entered on multiple screens and forms; computer keyboard skills and accurate data entry essential to meet critical deadlines that impact employee pay; questions are referred to supervisor.

Assessing Employee Competencies

Example: Administrative Associate

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

Competency Level	Office Technology
Contributing (basic/entry level)	Uses a variety of office equipment information systems to access, input, and verify standard information.
Journey (fully applied skills & knowledge)	Selects, understands & applies a variety of software & hardware for processes.
Advanced (highest scope and skills)	Integrates software to meet unique needs; serves as a resource to others.

Assessing Employee Competencies

Example: Administrative Associate

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

Competency	Tasks
Office Technology	Competency Level
Ability to utilize office equipment and other relevant technology (software, and systems) to meet work needs	Contributing Level (basic/entry level)

Assessing Employee Competencies

Example: Administrative Associate

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

Competency	Tasks
Office Technology	Comments & Competency Level
Ability to utilize office equipment and other relevant technology (software, and systems) to meet work needs	Daily recurring Data Entry using standard computer keyboard skills; questions are referred to supervisor; general technical knowledge.
Weight – 50% of responsibilities and time	Contributing Level (basic/entry level)



Assessing Employee Competencies

Example: Administrative Associate

- Step 5. Determine Overall competency level; Complete Competency Assessment Form
 - Record each competency level with comments on the observable skills and tasks
 - Determine the overall competency level based on each competency score and weight
 - Complete the final Competency Assessment Form and discuss with the Employee; Sign & Send to HR
 - Employee can appeal overall competency rating and/or resulting salary decision

Assessing Employee Competencies

Example: Administrative Associate

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

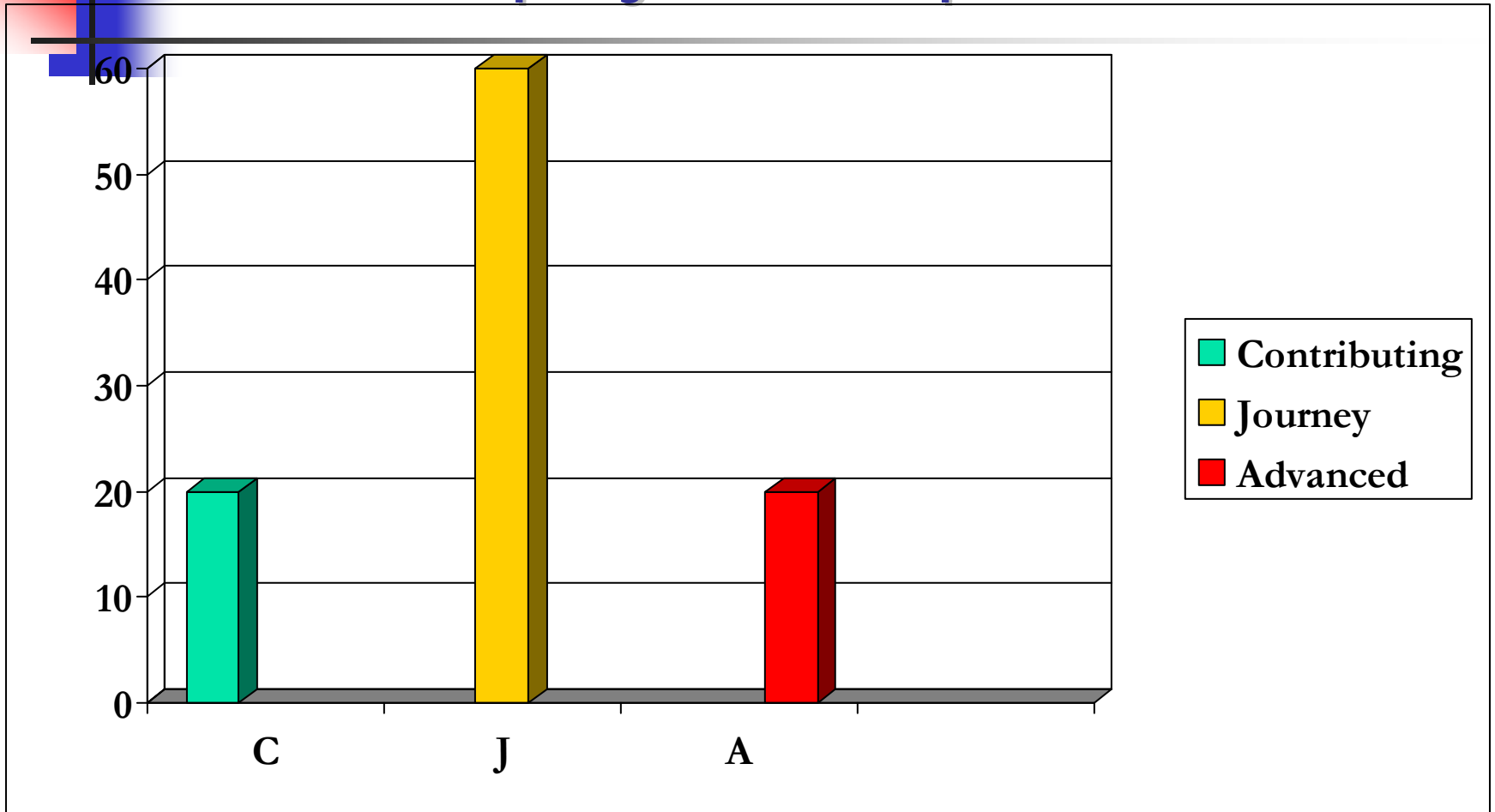
Competency	Wt	Comments	C	J	A
Communication-Written	10%	General skills; Limited routine e-mails to customers.	C		
Office Technology	50%	Daily recurring Data Entry using standard computer keyboard skills; questions are referred to supervisor; general technical knowledge.	C		
Work Coordination	10%	Prioritizes work and may lead others in processes		J	
Information/Record Administration	30%	Standard office filing skills; general knowledge of office administration.	C		
Overall	100%		C		



Assessing Employee Competencies

- Journey level ratings often describe the majority of employee skills
- Volume and quantity of work are not factors
- Assume regular, recurring and frequent use of skills to justify “Advanced” level rating
- Inflating the ratings will create unrealistic employee expectations and cause inequities
- Departments and divisions should pursue consistency and fairness in employee ratings

Presumed Distribution of Employee Competencies





Competency Assessment Exercise

1. Identify a key competency and weight using the Competency Assessment Worksheet
2. Identify tasks to support the competency
3. Assess the competency level – Contributing, Journey or Advanced
4. Comment on the observable skills & measures used to rate the competency



Applying the Pay Factors

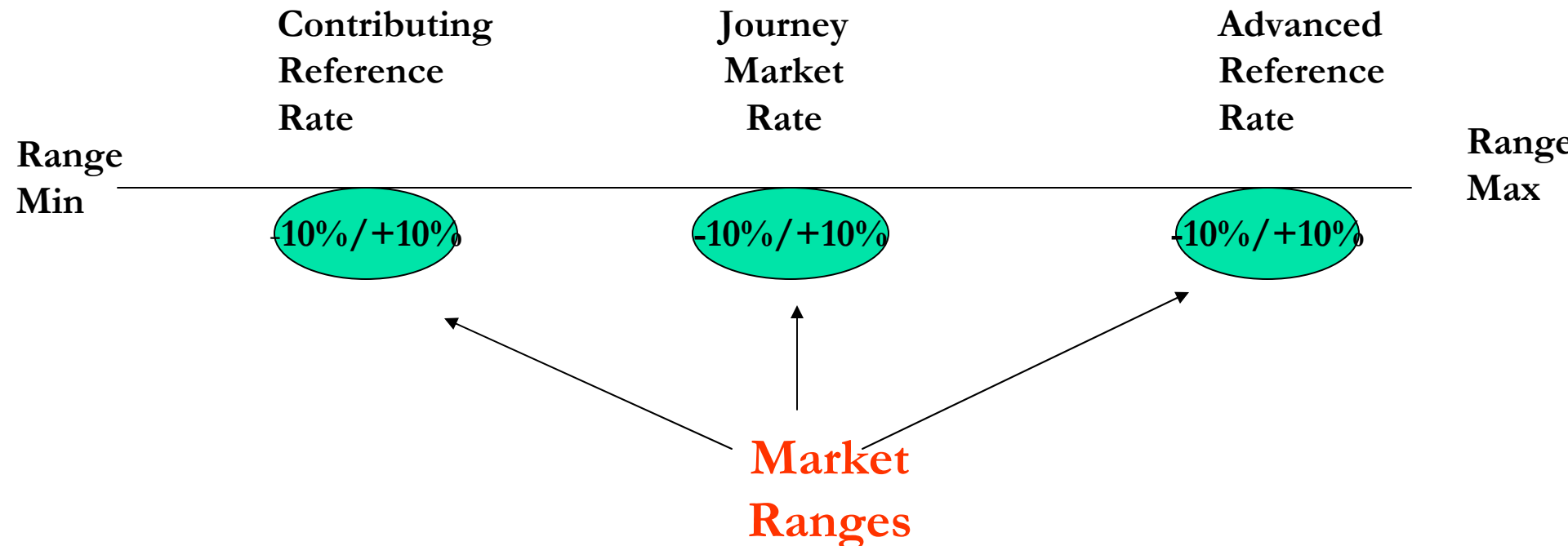
- **Financial Resources-budget**
- **Appropriate Market Rate-competency level halo**
- **Internal Pay Alignment-equity**
- **Required Competencies-**
 - Minimum qualifications for the class
 - Training, certifications, and licenses
 - Duties and responsibilities
 - Related education and experience
 -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



Applying the Pay Factors

- Step 1. Consider business need, assess employee's competencies and determine overall competency level
- Step 2. Consider appropriate market range based on competency level
- Step 3. Review **Market Index** of other employees with similar competencies
- Step 4. Consider funding and advertised salary range (if new hire, promotion or transfer)
- Step 5. Decide on an appropriate salary

Applying the Pay Factors Appropriate Market Rate





Applying the Pay Factors Appropriate Market Rate

Market Range - Example: If the reference rate is \$25,000, the market range is **\$22,500 to \$27,500**

$$(-10\%) \$25,000 \times .90 = \$22,500$$

$$(+10\%) \$25,000 \times 1.10 = \$27,500$$

Market Index = Ratio of Employee Salary to Market Reference Rate:

$$\$23,500 / \$25,000 = \text{Market Index } .94$$



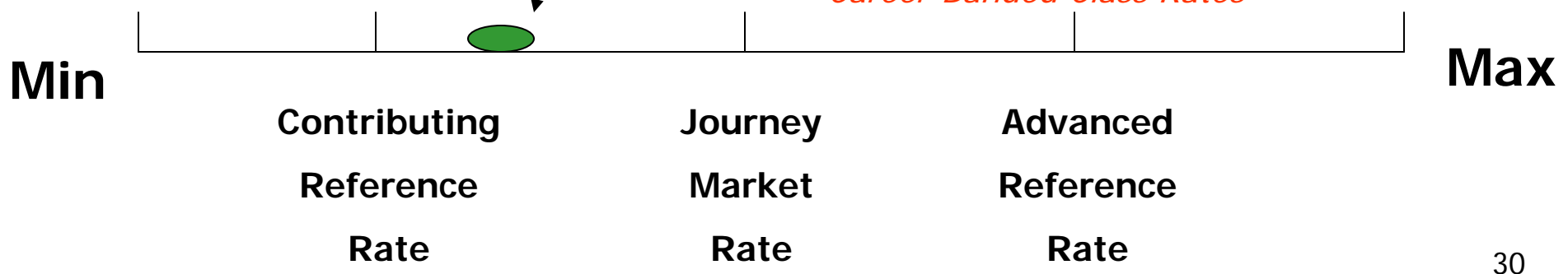
Applying the Pay Factors Appropriate Market Rate

Competency Assessment Summary

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

Employee's Pay

Career-Banded Class Rates





Applying the Pay Factors


Internal Pay Alignment

- Consistent alignment of salaries among employees who demonstrate similar required competencies, in the same banded class
- Management tools under development



Applying the Pay Factors

Career Progression Adjustments

- No pay adjustments at time of transition to banded classification
- Career Progression Salary Options:
 - Competency/Skills 
 - Change in Job Duties
 - Labor Market
 - Retention



Applying the Pay Factors

Career Progression Adjustments

- Pay adjustments can 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



Recruitment & Selection

- Write a compelling, competency-based job posting to attract qualified candidates
- Use key competencies to screen applications and justify selection
- Key competencies are used to evaluate applicant's experience for new salary



Purpose of Postings

- Sell the job
- Attract applicants who can do the job
- Provide information for applicants to use in determining whether to apply or not
- Justify and defend hiring decisions



Steps in Developing a Posting

- Describe the duties
- Define the business need and competencies
- Identify the training and experience requirements
- Identify the banded class salary range and recruitment range
- Determine where and how long to post



Competency-Based Interview

- Uses past behavior to predict future behavior
- Uses job's key competencies
- Evaluates behavior against target job
- Requires applicant to focus on job-related behavior
- Uses planned questions



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