

# CLASSIFICATION AND COMPENSATION STUDY

## FAQs for Job Description Questionnaire (JDQ) and Market Study

### What is job classification?

Classification groups jobs of a common nature with similar duties and responsibilities and assigns them an appropriate pay range. Job classification also:

- Places jobs into the appropriate job family;
- Ensures consistent compensation; and
- Helps to define performance expectations.

### What factors are, and are not, included in determining the appropriate classification?

#### Factors that are included:

- 1) Nature of duties and responsibilities;
- 2) Scope, level, and complexity of duties and responsibilities;
- 3) Relationship of the job to other jobs in the department and within the Township;
- 4) Exercise of independent judgment;
- 5) Autonomy and authority related to decision-making and accountability;
- 6) Minimum qualifications for entry into the job (education and experience);
- 7) Management and supervision, both given and received;
- 8) Human collaboration skills;
- 9) Freedom to act and impact of actions;
- 10) Occupational skills;
- 11) Risk impact and/or fiscal responsibility; and,
- 12) Working conditions.

#### Factors that are not included:

1. Quality of performance (performance evaluation rating);
2. Quantity of work (volume);
3. Status of the current employee;
4. Information relative to the employee's length of service;
5. Time spent at the maximum of the job's salary range;
6. Skills/education not related to the job or minimum qualifications; and
7. Employee's salary placement within the salary range.

**Remember: the job, not the employee, is being reviewed.**

## **The JDQ Process:**

**What is the JDQ?** The Job Description Questionnaire (JDQ) is a form that each employee will complete to provide the Consultants with detailed information regarding their Township job. The JDQ asks detailed questions about the work performed for each job. Remember, the JDQ is about a job and the work that the job is responsible for, not about job performance. When completing the JDQ, focus on what you do, not how well you do it.

**The JDQ form is long and looks complicated. I am not sure I know how to answer all the questions. What should I do?** Complete the JDQ form as best you can. If you have questions or concerns on how to answer any question, discuss it with your supervisor or department head.

**Do I have to participate in the JDQ process?** Yes, you are strongly encouraged to participate in the JDQ process. If you do not complete the form, the Consultants will only have your current job description from which to make their Classification determination.

**Can I complete the JDQ form during work time?** Yes. You will be allowed work time to complete the JDQ form.

**How long does it take to complete the JDQ form?** The answer to that will vary with the complexity of your job. Most JDQ forms can be completed in two to three hours. Some will take much less time, and some may take more. We have attempted to make it easier by using more “check the box” responses.

**Why do we have to complete a form? Can't we just use the Job Description?** No, many of our job descriptions have not been updated in a long time. In some jobs, the work currently performed may not accurately be reflected in the current job description. The JDQ process will assist the Consultants to write new job descriptions.

### **What is the JDQ Process Timeline?**

- JDQs are to be turned in to supervisors or Department Heads by February 3<sup>rd</sup>, 2020
- Supervisors/Department Heads turn in their reviewed JDQs to the Accounting Department by February 18<sup>th</sup>, 2020

**What do the Consultants do with the JDQ forms?** They review and read each of the JDQ forms to ensure their understanding of your job. They may also contact you and/or Department heads for additional information, if needed.

**How else will the Consultants gather information about Township jobs?** The Consultants will conduct on an as-needed basis follow-up interviews with employees to ensure they have a complete understanding of the jobs.

**How do I download the JDQ form to my computer?** The JDQ is located on the Bloomfield Township website in the Government section/2020 Compensation Study. <https://www.bloomfieldtp.org/Government/Compensation-Study.aspx>

You will find a hyperlink to the word document. Remember to save the document first. Save your file as “Your Job Title, Your Last Name.Your First Name-JDQ.docx”. The form needs to remain in the word document format. If you don’t want to save your file on the computer, we will have a flash drive available.

**But, I don’t have a computer because I don’t work at a desk. What do I do?** Your supervisor will make a computer available to you to ensure that you have the opportunity to participate in completing a JDQ form or you will complete a written form. Contact Elizabeth in Accounting if you are unable to locate a computer.

**What if I have questions while completing my JDQ form?** You can ask your supervisor or Department Head questions about the JDQ process. He or she can assist you with questions, but may not give you answers to the questions on your JDQ. You can also direct questions to Elizabeth Parrott in Human Resources at [HRPortal@bloomfieldtp.org](mailto:HRPortal@bloomfieldtp.org).

**I’m new at the Township, what do I do?** Discuss your job description and what you already know about your job with your supervisor. Answer the questions as best you can. Your supervisor or Department Head will fill in the gaps when he/she completes the supervisory review and comments sections.

**Can we complete a JDQ as a group?** Yes, but only if you share the exact same title, exact same supervisor, and perform the exact same duties. If you complete a JDQ as a group, all employees in that group must list their names and titles on the first page of the JDQ. If any employee in the group performs different duties than the others, then that employee should complete a separate JDQ.

**Some of us share the same exact title and supervisor, but a few do not want to complete a JDQ as a group, is that OK?** Sure, just because coworkers have the same title and supervisor, it is not required that they complete a group JDQ.

**What happens if my supervisor does not agree with my answers?** Your supervisor does not have to agree with your answers. He or she may see something that you have overlooked and add it in the comments sections. Your supervisor has been asked to show you and discuss what they have added or show you the areas with which they disagree. The Consultants, who are an impartial party and are very experienced in job

analysis, may contact you or your supervisor, if they need to clarify or need additional information related to the JDQ.

**What if a job is vacant or the employee is on leave?** If a job is vacant, the supervisor or Department Head will be asked to complete a JDQ based on what is known about the job.

**What if I'm on a temporary reassignment?** If an employee is serving in a temporary reassignment, the employee should complete the JDQ for the job she/he is serving in during the temporary reassignment.

### Frequently Asked Questions

Q: How were the Consultants selected?

A: Segal-Waters Consulting was selected for the following reasons:

- Overall experience
- Experience with public employers
- People-based strategy
- Experience with collectively bargained workforce
- Strong interest in engagement of key stakeholders
- Attention to total compensation
- Demonstrated insight into compensation issues
- Detailed timeline

Q: What will the study accomplish?

A: This study is expected to result in recommended revisions to our job classification and compensation plan to ensure an equitable system is in place to pay our employees properly compared to the local market, which includes private and public employers.

Q: How is the study conducted?

A: Once the JDQs are complete, a detailed analysis will be conducted. The Consultants will develop a recommended classification structure. This analysis will include appropriate titles, minimum qualifications, distinguishing characteristics among jobs, consolidating job titles with similar responsibilities and requirements, and pay recommendations.

Q: How long will the study take?

A: Recommendations are expected by the end of June.

Q: Who do I contact if I want more information?

A: You can always talk to your Department Head. You may also contact Township Administration.

Q: What happens if the study results recommend that jobs are underpaid or overpaid? What will the Township do? How and when will recommendations be implemented?

A: No decisions on this will be made until the Township Board has a chance to evaluate the recommendations. A number of factors will go into this determination, including an evaluation of the fiscal and administrative impacts. Historically when a job is overpaid, the employee's salary is frozen until the new salary range catches up. In situations where a recommendation results in a pay increase for an employee, the implementation is dependent on the fiscal impact of the recommendations. The Township Board will consider whether to implement any recommended changes over the course of one or several years.

Q: How is salary information going to be collected?

A: The salary information will be collected through a custom survey and by published survey data. The public sector data will be obtained using a detailed salary survey. Private companies will not fully share detailed information directly with the Township. Therefore, the private sector data is collected using published survey information, developed by national firms, specializing in salary data collection from private sector organizations.

Q: Why compare private sector data; what happens if there are not comparable jobs in the private sector?

A: Not all jobs will have comparisons to jobs in the private sector, but for those that do, we will determine how the salaries the Township provides compares to the private sector. Some jobs are unique to government and cannot be found in the private sector. In those cases, we can only rely on the overall wage information we obtain and the specific data obtained in the surveys with other public sector organizations.

Q: Can I stop/pause working on the JDQ and return to it later?

A: Yes, you need to save the file to your desktop or a flash drive and then re-open the file to pick up where you left off.

Q: What should I do if I am performing two jobs?

A: Populate one JDQ for each Township job title that you are assigned.

Q: I am a department head and I want to review all the JDQs rather than the immediate supervisors. What should I do?

A: Notify your staff of this change in process. Employees should send their JDQ files directly to you, the department head.