Compensation, Classification, and Performance Evaluation

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MGT OF AMERICA, INC.

- MGT is a national research and consulting firm founded and incorporated in 1974 in Tallahassee, Florida. Since our inception, we have grown to include regional offices in Olympia, Washington; Bay City, Michigan; Austin, Texas; and Sacramento, California.

- Over the past 37 years, MGT has successfully managed more than 5,000 client engagements in every state and several foreign countries.

- Over 50% of our engagements are with repeat clients.

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The services we provide in higher education include:

- Compensation and classification studies.
- Human resource studies.
- Organization, performance, and management reviews.
- Strategic planning.
- Revenue enhancement assessments.
- Facilities planning and analysis.
- Needs assessment.
- Funding studies and models.
- Market and opinion research.
- Program evaluation.
- Educational technology consulting.
ALABAMA HIGHER EDUCATION PROJECTS:

- Alabama State University - Organizational and Policy Review
- Alabama A&M University - Financial Assessment
- University of North Alabama - Compensation and Classification Study
- Auburn University - Analysis of Land Grant Functions
- Jacksonville State University - Evaluation of Faculty Personnel Procedures
- Alabama Commission on Higher Education - Design of State-Level Academic Program - Review Process
- Alabama Commission on Higher Education - Evaluation of Proposed State-Level Strategic Planning Process for Higher Education

EXPERIENCE WITH COPLAC INSTITUTIONS:

- New College of Florida - Pay and Benefits Study, Development of a Funding Requirements Model, Planning and Technical Assistance
- Georgia College and State University - Review of Printing Services Unit
- The Evergreen State College - Housing Study
- Ramapo College of New Jersey - Space Inventory and Utilization Analysis
- Sonoma State University - Hilton/Early Head Start Training Program External Evaluation
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OTHER RELATED PROJECTS:

- 360 Evaluation of a Senior Manager | University of Connecticut
- Compensation Study and Recommended Plan | Texas A&M University - Kingsville
- Executive Compensation Study | University of North Texas System
- Development of Performance Evaluation Tools | Community College of Baltimore County
- Salary and Compensation Consultant | Board of Regents, University System of Georgia
- Faculty Salary Equity Study & Classification/Compensation Updates | Southern Polytechnic State University
- Organizational Assessments | University of Maine
- Position Review | Roger Williams University
- Organizational Review and Position Assessment | Virginia Commonwealth University
- Presidential Compensation Assessment | University of Central Florida
- Benchmarking Study | Georgia Office of Planning and Budget
- Assessment of Benefits Administration | University of Central Florida
- Organizational Assessment | Florida State University
- Analysis of Classification/Compensation System | Florida Keys Community College
- External Evaluation of Faculty Salary Schedule | Community College of Baltimore County
- Faculty/Administrator Salary Study | Washington State Board for Community and Technical Colleges

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**Nancy Stepina-Robison, Partner-in-Charge.** Ms. Stepina-Robison has more than 30 years of experience in higher education administration, including human resources management, institutional performance reviews, information technology systems, planning, state and federal government relations. She has been conducting compensation and classification studies for MGT for over 11 years. Ms. Stepina-Robison also is the author of MGT’s comprehensive Institutional Performance Review Guide for Higher Education©.

Prior to joining MGT in 1998, Ms. Stepina-Robison served as vice chancellor for government relations of the State University System of Florida, where she directed and coordinated state and federal lobbying, public affairs, media relations, and information resource management.

She also was responsible for system-wide classification and compensation administration, collective bargaining, and faculty relations while serving in the Florida Board of Regents Human Resources Office.

She has taught courses in human resources management and labor relations at the College of Business at Florida State University and served as a research associate in the Center for Employment Relations and Law. She also worked as a research assistant at the University of Illinois.

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• **Robert Holloway, Senior Associate.** Mr. Holloway has a broad range of experience assisting clients in their efforts to refine aspects of their human resources function. Particularly within the context of higher education, he has led or aided numerous efforts to assist clients’ efforts to improve upon or refine their systems of classification and compensation, organizational structure, efficiency, and other aspects of operation. He has conducted compensation and classification studies for over 10 years. Mr. Holloway’s general areas of expertise include statistical analysis, Geographic Information Systems (GIS) analysis, and database management. He is also skilled in survey design and implementation, a range of other market research methodologies, and a variety of software packages.

• **Sheena Horton, Research Associate.** Ms. Horton is a research associate at MGT and is trained in qualitative and quantitative research and analysis, program and performance evaluation, needs assessments, quality assurance, and program management. Ms. Horton also has experience in survey design and implementation, market research, classification and compensation studies, efficiency reviews, consolidation studies (program realignment), and organizational reviews. Her primary responsibilities include obtaining, compiling, and analyzing position information and data for projects, supporting project directors with project management and organization, and assisting in the writing and editing of reports.

• **Gerald Guido, IT Support.** Programming capabilities include maintaining the company’s extensive intranet, implementing numerous new features and upgrades using such technologies as ColdSpring, Transfer ORM and other Object Oriented programming methodologies and Frameworks. Has made extensive use of various AJAX technologies and frameworks (jQuery, EXTJS, YUI etc.) to improve the functionality and usability of new and existing applications. Develops and maintains classification/compensation data tools.
UNDERSTANDING OF PROJECT OBJECTIVES

• To review employee job duties, update position descriptions, and review relevant external market pay data against current employee compensation.

The study includes all positions within the following employee categories:

• Office Support Personnel
• Physical Plant Personnel
• Executive, Administrative, Professional, and Paraprofessional Personnel

• To support strategy development for phase-in options and cost projections for proposed classification and compensation changes consistent with the university’s compensation philosophy, mission, goals, and objectives.

• To conduct a performance evaluation instrument study to develop performance evaluation instruments and to develop an implementation plan for the appraisal process for the university.

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KEY STEPS IN PROCESS

CLASSIFICATION AND COMPENSATION STUDY

• Ongoing employee communications
• Gather and evaluate current job data
  - Completion and review of Job Content Questionnaire (JCQ)
  - Management Issues Paper (MIP)
• Develop/Update job descriptions
• Develop/Update classification and salary system
  - Salary survey
  - Identification of data sources and competitive recruitment markets
• Develop implementation strategies

PERFORMANCE EVALUATION INSTRUMENT STUDY

• Identify criteria for desired outcomes of performance measurement
• Develop performance evaluation instruments
• Develop policies for implementing the performance appraisal process
UNITED STATES UNIVERSITY OF MONTEVALLO

• Provide input on study process
• Complete job description questionnaires (employees)
• Review updated position descriptions (employees)
• Review and provide input on the study’s draft report
• Implement recommended changes from the final report to classification and salary structure

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• Design study framework
• Develop communications strategy
• Collect/analyze job and salary data
• Collect market salary survey data
• Update job descriptions
• Recommend changes to classification and salary structure
• Develop draft performance evaluation instruments
• Develop implementation strategies and provide staff training and ongoing assistance

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PROJECT COMPONENTS

- EMPLOYEE COMMUNICATIONS
- COMPLETE JCQ
- CONDUCT SALARY SURVEY
- EVALUATE JCQ INFORMATION AND DEVELOP JOB DESCRIPTIONS
- ANALYZE RESULTS
- PROVIDE RECOMMENDATIONS
- DEVELOP PERFORMANCE EVALUATION INSTRUMENTS
  (Expected implementation: June 2013)
- February/March
- March/April
- April/May
- April/May
- May/June
- June/July
- Ongoing
  (Dependent upon prior steps)
I. Classification & Compensation Study

TWO KEY TOOLS FOR THE CLASSIFICATION AND COMPENSATION STUDY:

• Management Issues Paper (MIP)

• Job Content Questionnaire (JCQ)
MANAGEMENT ISSUES PAPER (MIP)

• OPPORTUNITY FOR MANAGEMENT TO COMMENT ON TOPICS REGARDING JOB TITLES (i.e. recruiting)

• VOLUNTARY
JOB CONTENT QUESTIONNAIRE (JCQ)

- ONLINE SURVEY COMMONLY USED ON ALL CLASSIFICATION AND COMPENSATION STUDIES
- JCQ IS UPDATED FOR FLSA COMPLIANCE
- JCQ COLLECTS CURRENT POSITION INFORMATION FROM EACH EMPLOYEE

Basic Personal and Job-Related Information

Job Description and Responsibilities

Work Performed, Responsibility and Leadership, and Decision Making Job Factors

Financial, Environmental, and Physical Job Factors

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• JCQ INFORMATION WILL GENERATE AN UPDATED POSITION DESCRIPTION FOR EACH EMPLOYEE

• EMPLOYEE WILL REVIEW JOB DESCRIPTION

• SUPERVISOR WILL REVIEW AND ADD COMMENTS

• FINAL JOB DESCRIPTIONS WILL BE APPROVED BY HR
SALARY SURVEY &
IDENTIFYING APPROPRIATE
DATA SOURCES

SALARY SURVEY

• Identifying relevant recruitment markets
  – Local
  – Regional
  – State
  – National

DATA SOURCES

• College and University Professional Association database (CUPA-HR)
• State of Alabama Department of Labor
• Information from identified peer organizations and/or private employers
• Other sources
II. Performance Evaluation Instrument Study

PERFORMANCE EVALUATION REVIEW COMPONENTS

• Identify criteria for desired outcomes of performance measurement

• Develop performance evaluation instruments

• Develop policies for implementing the performance appraisal process
PROJECT OUTCOMES

✓ UPDATED JOB DESCRIPTIONS

✓ UPDATED PAY GRADES AND RANGES

✓ A CLASSIFICATION SYSTEM CONSISTENT WITH BEST PRACTICES

✓ AN IMPLEMENTATION PLAN

✓ PERFORMANCE EVALUATION TOOLS AND IMPLEMENTATION POLICIES
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