



Classification and Compensation Plans Study

INTRODUCTION TO THE STUDY

and

INSTRUCTIONS for EMPLOYEE COMPLETION of a

Position Description Questionnaire

July 17, 2023

INTRODUCTION TO THE STUDY

The Study

The College of Marin has engaged Reward Strategy Group (RSG) to conduct an analysis and update of classification and compensation plans for the Management, Confidential and CSEA classifications. This document summarizes the study process and, in the second section, provides *Instructions for Completion* of a Position Description Questionnaire (PDQ).

Phases of the Review

- 1. Position Classification.** RSG will gather input on current duties and responsibilities to ensure the consultants understand the specific job content for each position. From this data, RSG will perform job analyses and develop recommendations for any needed classification improvement and update the job descriptions.
- 2. Total Compensation Analysis and Recommendations.** This phase will assess the external market competitiveness of College of Marin’s current compensation package including salary grades/ranges, the internal relationships of pay opportunities among classifications, and the benefits package. RSG will develop findings and recommendations.

Employee input to the consultants through the Position Description Questionnaire is *critical* to ensuring RSG has the needed information about the classifications to conduct accurate analyses throughout the study.

What This Study is Not

- Not a review of employees’ personal qualifications.
- Not an evaluation of individual performance.
- Not an organization analysis or a workload/staffing study.

Upcoming Dates

July 24	—	PDQ will be emailed to employees for electronic or handwritten completion.
August 11	—	Employee gives completed PDQs to immediate Manager/Supervisor.
August 31	—	Managers will review PDQ and complete a separate Manager/Supervisor Supplement form. Managers will submit employee PDQ and supplement forms to HR through OneDrive.
September – November	—	RSG reviews PDQ materials and conducts employee job analysis interviews to gather additional information. RSG develops recommendations to improve the classification structure.



INSTRUCTIONS FOR COMPLETING THE PDQ

PURPOSE

The purpose of this questionnaire is to assist you in preparing a full and complete picture of your position for the consultants to use in updating job descriptions and conducting a compensation review.

You are in the best position to know exactly what you do, how you do it and what you need to know to perform the work. Although your manager will review and comment on your completed questionnaire, *it will not be changed by your manager*. The consultants will read what you write.

Achieving accurate results from this classification and compensation analysis depends on having thorough, accurate information on each studied position. We need your assistance to accomplish this. Please give each section of the questionnaire careful thought. If you are unclear about how to answer a particular question, contact Human Resources.

Submit your completed questionnaire electronically to your immediate supervisor/manager by **August 11**.

GENERAL INSTRUCTIONS

Read over the entire questionnaire before you begin. Take time to think about the role you play in overseeing staff, directing/delivering services, producing work outputs and contributing to the performance results of your work unit, department or the College as a whole. Think about the really important things you do and what it takes to do them at the expected level of quality and efficiency. Then, complete each section.

While the consultants have worked with a number of community colleges, complete the questionnaire as if you were describing your position to someone who knows little about what you do. Describe your *current* duties and responsibilities and the results you are responsible for producing. If PDQ sections or certain types of information do not apply to your work, simply indicate N/A.

Be as specific and precise as possible. Avoid abbreviations or acronyms if possible. Otherwise, please explain what they mean.

Use the *Additional Information* section to add any other important information needed to provide a full and complete description of your position. The electronic PDQ will expand to accommodate everything you write.

Thank you for your time and effort.



COMPLETING PAGE 1 OF THE PDQ

Background Information

Complete the background information. Your workdays and hours and phone number will be important to the consultants for scheduling an interview and if they need to follow up with additional questions.

Supervision Exercised

Provide information on the number and types of employees you supervise.

Job Purpose

Provide a *short description* of the work you do and why it is important to the department/college. The full details of your job will be described on page 2 of the PDQ. This section should include a description of your organizational team and department, its role, who it serves, what services your team provides and the results of your work.

COMPLETING PAGE 2 OF THE PDQ

On page 2, you are asked to describe details of all the important aspects of your position. Refer to the instructions and explanations below for each of the columns as you complete the questionnaire.

Position functions and responsibilities; % of time; frequency

1. List job functions and responsibilities. Describe the tasks you perform to fulfill each responsibility.
2. List one responsibility or task in each space.
3. Try to begin each responsibility or task statement with an action word, such as *analyze, design, train, educate, coordinate, research, review*, etc. Be as precise as possible in the action words you select so that you accurately convey what you actually do in your work. For example, use *conduct research, evaluate options* and *formulate recommendations* rather than *prepare reports*, since the word *prepare* can have many different meanings.
4. From your *total* work effort, provide the *approximate* percentage of time annually you spend on each function/responsibility.
5. Indicate the frequency with which you perform each function. Use the following:

d = daily	y = annually
w = weekly	p = only periodically
m = monthly	

6. If you need more space to list your responsibilities and tasks, the electronic PDQ will automatically expand to add more rows.

Knowledge, skills and abilities needed; special licenses or certificates

1. Describe the most important knowledge, skills and abilities needed to perform each responsibility or task in a fully competent manner (after a reasonable period of orientation to the job). These knowledge, skills and abilities may be obtained in a variety of ways. Be sure to include knowledge of laws, codes, or rules you must apply in your work.

Examples:

Knowledge of federal, state and local laws and regulations applicable to admission and records functions for a community college.

College policies and procedures for cash handling.

Business software, including word processing, accounting and spreadsheet programs.

2. List any special licenses or certifications required for job performance.

Equipment/technology or materials used

List any equipment, special tools, computer hardware/software or other technology you must use to carry out each of the functions or responsibilities you describe. It is not necessary to list basic office equipment.

COMPLETING PAGE 3 OF THE PDQ

Problem Solving and Decision Making

In this section, you are asked to provide information on the problem solving and decision making required of your job.

In thinking about your job's problem-solving environment, consider the following:

- What are the most typical problems you must analyze and solve in carrying out your responsibilities?
- What resources are available to you, such as manuals, rules and regulations, principles, policies and precedents to aid you in problem diagnosis and resolution?
- How often do problem-resolution situations require the development of new or modified approaches, policies, methods and practices?
- In what ways are your methods or solutions reviewed, and by whom?

In thinking about your job's decision making, consider the following:

- What authority limits are established for your independent decision making on technical, operational, policy and administrative matters? Within these authority limits, what types of reviews are made regarding your decisions?
- Who reviews your *recommendations* for action, and what is the nature of the review?
- What types of decisions do you make, make and report, recommend or review and approve?

Provide examples of problem-solving situations and types of decisions for which you are accountable *that are most representative of your day-to-day responsibilities*. Provide any additional examples you wish regarding problems or decisions that, though occurring less frequently, are essential to carrying out your major job functions.

Consequences of errors

What are the impacts if you make errors or employees you lead make errors? Impacts could include:

- Interruption of college services
- Cost and time to make corrections or repairs
- Complaints by students/faculty members
- Unsafe working conditions/danger to others
- Regulatory compliance violations
- Embarrassment to the college and its Board

Supervisory and Management Relationships

- *Leadership of Employees.* In this section, check the line that represents the role your position plays in leading/directing the work of others.

COMPLETING PAGE 4 OF THE PDQ

Supervisory and Management Relationships (continued)

- *Supervision You Receive.* Select the statement on the PDQ that best describes the type of supervision you receive in performing your job.

Types of Interpersonal Contacts

Describe the types of interactions you have with individuals and organizations both within the College and external to the College. Explain the purpose for the contacts, the types of interactions and how often they occur.

Records and Reports

Describe the metrics/data that are keys to your job and work unit. Explain the frequency of the reporting and where the data is sent.

COMPLETING PAGE 5 OF THE PDQ

Physical and Mental Demands & Environmental Conditions

On this page, you are asked to describe the physical and mental demands that are frequently involved as you perform your job duties. You are also asked to describe the environmental conditions that are present in the work settings in which you carry out your work functions. The information you provide is important for ensuring the College complies with the Americans with Disabilities Act.

In completing this section, think about the functions and responsibilities you perform daily. Check the boxes in each of the areas of physical and mental demands and environmental conditions that are involved in carrying out those duties.

COMPLETING PAGE 6 OF THE PDQ

Additional Information

Once you have completed your PDQ, read it over. You may discover there is additional information about your position that was not adequately explained. Include anything else you wish to communicate to the consultants about your job.

Signature

Once you have completed the PDQ, we recommend you set it aside for a day before you send it to your Manager/Supervisor. This will give you the opportunity to review the information with fresh eyes and ensure you have not missed any key elements of your position.

When you are satisfied that the PDQ is complete sign the PDQ and send it to your Manager/Supervisor.

