1. Project Work Steps and Timing
2. Overview of Job Classification Structure
3. Preliminary Job Leveling Framework
4. Next Steps
Project Overview – Phase Summary*

1. Phase 1: Project Initiation and Compensation Philosophy
   - Spring 2022

2. Phase 2: Job Description Development and Titling Framework
   - Late Spring – Fall 2022

3. Phase 3: Market Assessment
   - Fall 2022

   - Winter 2022 – Early 2023

5. Phase 5: Implementation and Communication Strategy
   - Spring 2023

6. Phase 6: Multi-Year Implementation Plan
   - Late Spring/Early Summer 2023 – On

*Note: Meeting the timeframe above is contingent upon the degree of consensus on key decisions, number of iterations of deliverables/materials, number of meetings, and timely receipt of data.
Faculty & Staff Compensation Study Update

Completed Items
- Creation of a diverse Compensation Study Working Group to provide input through various phases of our study, including facilitation of meetings
- Draft total compensation philosophy and set of peer institutions for compensation comparisons (will be continuously refined throughout study)
- Launch, review, and completion of a Position Description Questionnaire (PDQ) and analysis of results

In Progress
- Creation of consolidated, current, and accurate job descriptions for staff positions
- Development of job families and a job level framework for the College
- Preliminary assignment of jobs to job families and job level framework
- Market assessment of staff and faculty roles

Challenges to Timing
- PDQ completion delays (staff completion and supervisor review of staff responses)
- Conservatory questionnaire participation

Similar to other institutions the Segal has worked with, the PDQ completion process often is extended to ensure that there is a sufficient representative group of PDQs across employee levels and functions.

Custom study participation is often challenging due to “survey fatigue” amongst institutions and the uncertainty of their specific situation regarding why they would not want to participate, despite acknowledgement that survey participation is confidential and meets antitrust regulations and participants receive a summary report of findings.
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Job Families
A macro grouping of jobs doing similar work based on function and primary duties. May be cross-divisional.

Job Levels
Reflects the relative responsibility, scope, complexity and requirements of the job profile.

Job Descriptions
Groups of positions based on common roles, responsibilities, skills and career progression.

Position Descriptions
Incumbent-specific record of major duties and responsibilities.
Role of Job Families

Job families have both an external and internal role:

**External**
- Link to external comparison/ talent markets
- Reflect grouping of roles and titles found at peer organizations/ institutions

**Internal**
- Identify roles that perform similar work across all areas of the College
- Help ensure consistency in titling and leveling for jobs
- Clarify career opportunities for staff
- Assist with determining internal equity

Job families reflect roles that have similar functions and services. We will continue to refine the job families and mapping of jobs to job families throughout our study as we learn more about the roles, responsibilities and required qualifications through the position description process.
## Preliminary List of Job Families

<table>
<thead>
<tr>
<th>Academic and Career Exploration &amp; Development</th>
<th>Conservatory</th>
<th>Information Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advancement</td>
<td>Facilities</td>
<td>Legal</td>
</tr>
<tr>
<td>Athletics</td>
<td>Finance and Administration</td>
<td>Museum and Library</td>
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<tr>
<td>Campus Safety</td>
<td>Financial Aid and Admissions</td>
<td>Student Affairs</td>
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<tr>
<td>Communications</td>
<td>Human Resources</td>
<td>Student Residential and Dining Services</td>
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<td></td>
<td></td>
<td>Executive Leadership</td>
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</tbody>
</table>
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Framework Factors for Job Levels

- **Overview**
  - Short summary of the key elements and requirements of jobs in a particular grouping at a particular level.

- **Knowledge and Skills**
  - The level and application of knowledge needed to perform the position. It describes the degree of expertise and extent of skills in a field or discipline, or of tasks and responsibilities.

- **Complexity and Impact**
  - The identification and application of approaches to resolving problems and making decisions. This consists of the type of thinking-processes used in developing a course of action and making a decision.
  - The degree to which the job’s actions affect an organizational level, function, or the College.

- **Degree of Supervision**
  - The level of supervision, management, or direction provided as part of the position’s responsibility. May include staff, projects, or processes OR the latitude the position has to make decisions as demonstrated by the level of review and instructions provided.
Job Leveling Framework Job Groupings

- **Administrative and Technical Support Job Grouping:** Roles that have the knowledge and skills to provide clerical or office/administrative support to various managers and departments across the organization; or to perform manual, operational, and/or specialized technical tasks in support of operations. These duties are carried out through practical application of processes, methods, and procedures where the emphasis is on performing tasks that support day-to-day operations of the organization.

- **Professional Job Grouping:** Roles that involve providing expertise in a profession or discipline where the emphasis is on applying principles, concepts, theory, and knowledge typically acquired through an undergraduate or higher degree program that is applied to the operations.

- **Management Job Grouping:** Roles that involve leveraging resources and staff to accomplish work and translating broader vision and goals into long-range plans, short-range plans, or day-to-day tactics. The focus of these roles is primarily the supervision/direction of others. Responsibilities include the direct and, for some roles, indirect supervision of employees; the achievement of organizational objectives through the coordinated accomplishments of subordinate staff who report to the incumbent; and executing or implementing strategy and achieving organizational objectives through the supervision/direction of others and/or planning and resource management, as appropriate.

- **Executive Job Grouping:** Leaders providing strategic vision and/or tactical stratégic direction across multiple job families or job sub-families. The majority of time is spent overseeing their area of responsibility and directing the work of employees. Responsibilities include goal achievement that is typically accomplished through the performance of direct and/or indirect reports, as well as developing and/or executing strategy and achieving organizational objectives through extensive planning, resource management, and the direction of others.
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Next Steps

• Finalize job description drafts for staff jobs using PDQ information and send to Oberlin HR
• Refine job families and job leveling framework
• Continue market analysis for faculty and staff