



Oberlin College

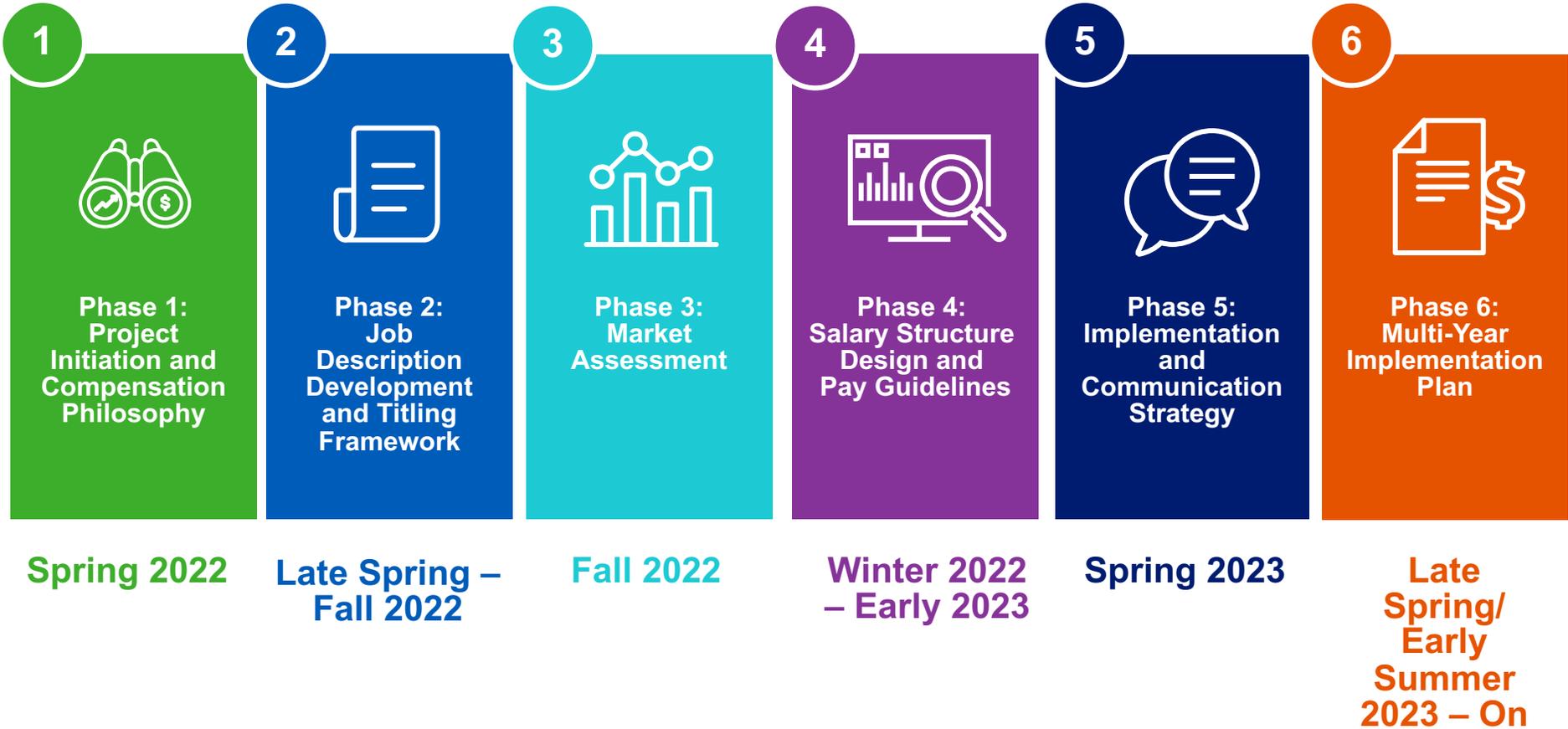
Total Compensation Study Update

December 2022

Agenda

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

Project Overview – Phase Summary*



**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

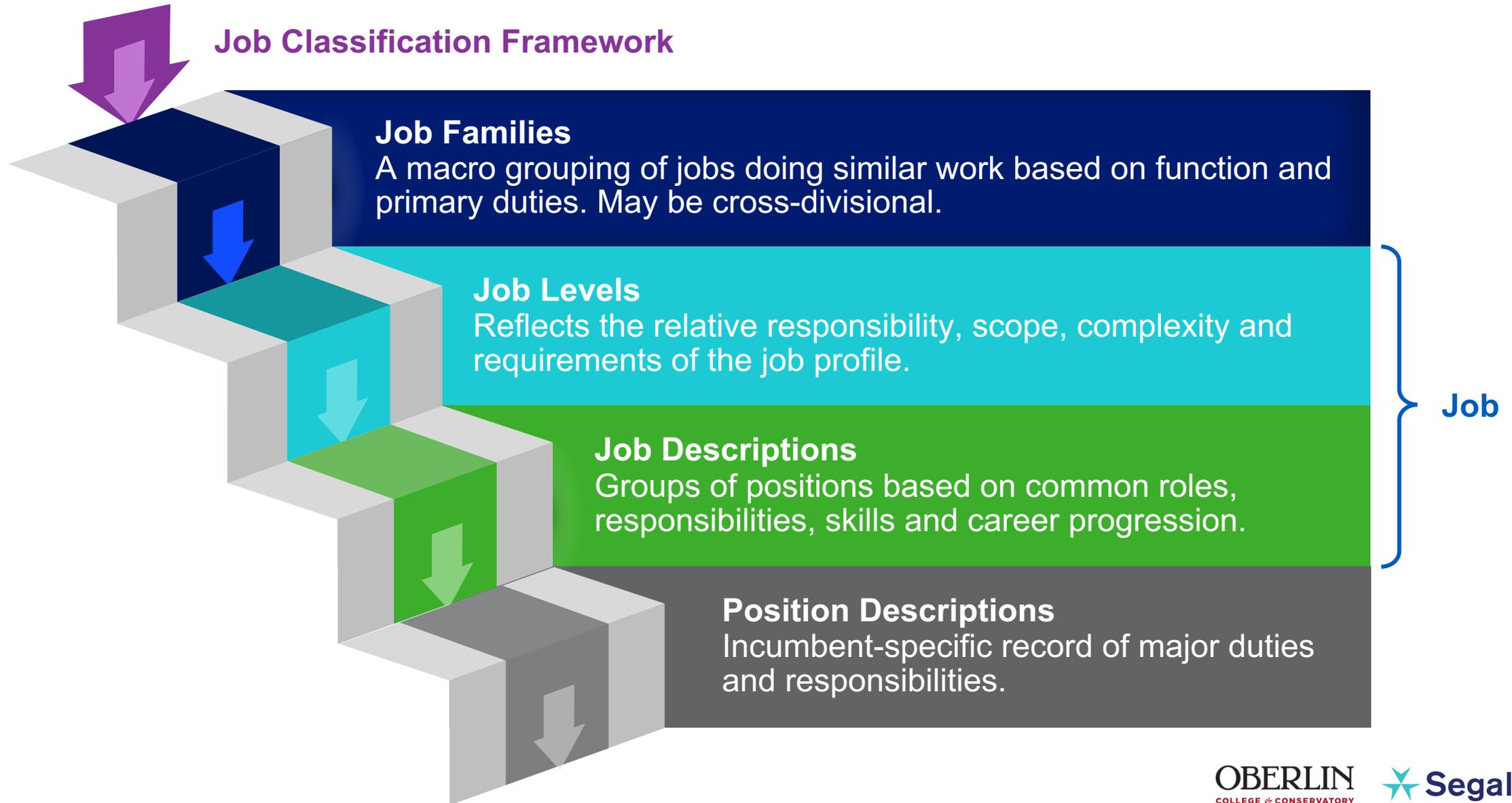
Similar to other institutions the Segal has worked with, the PDQ completion process often is extended to ensure that there is a sufficient representative group of PDQs across employee levels and functions.

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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Components of a Job Classification Framework



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

Academic and Career Exploration & Development	Conservatory	Information Technology
Advancement	Facilities	Legal
Athletics	Finance and Administration	Museum and Library
Campus Safety	Financial Aid and Admissions	Student Affairs
Communications	Human Resources	Student Residential and Dining Services
		Executive Leadership

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1. **Project Work Steps and Updated Timing**
2. **Overview of Job Classification Structure**
3. **Preliminary Framework of Job Levels**
4. **Next Steps**

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/strategic 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