



Introducing Career Banding

Appalachian State University

Why the Career Banding (CB) System ?

**Easier to understand by reducing
the number of titles and classifications**

Emphasizes employee career growth

**Compensation based on state market
pay rates**

Why Career Banding At Appalachian?

The State of NC began implementation of the CB System several years ago with IT and Police Families being the first to be implemented.

The NC Legislature has recently mandated that all SPA positions in the state be banded no later than May 1, 2008.

Career Banding Impacts

Personnel Actions

Establishing New Positions

Reclassifications

In-Range Actions

New Hires

Promotions

Reassignments

Reduction in Force

Recruitment

Performance Evaluations

Creates a New Classification System

Based on 10 Job Families

- **Information Technology**
- **Law Enforcement and Public Safety**
- **Institutional Services**
- **Operations and Skilled Trades**

- **Administrative and Managerial**
- **Human Services**
- **Medical and Health**
- **Information and Education**
- **Engineering and Architecture**
- **Natural Resources and Scientific**

Define Job Family

Groups of jobs having the same nature of work, but require different levels of skill, effort, responsibility or working conditions.

Example: Administrative & Managerial

**Job Family
Administrative & Managerial**

**BRANCH
Administrative Support**

- **Administrative Support Associate**
- **Administrative Support Specialist**
- **Administrative Support Supervisor**

Fundamentals of CB

CB establishes specific competencies: knowledge, skills, and abilities for each new classification

Three levels of competencies: contributing, journey, and advanced

Salaries are related to each employee's competency level in the job family pay band.

Competency Levels

Contributing – The span of knowledge, skill and abilities minimally necessary to perform a job

Journey – Fully acquired knowledge, skills and successful work behaviors

Advanced – Highest or broadest scope of knowledge, skills, and work behaviors demonstrated on the job

CB Creates a New Salary Administration Plan

- **New Pay Plan established with journey market rates**
- **Office of State Personnel creates pay schedules for each Job Family from compensation data surveys of like positions across the state**

Employee's Role

- **Develop and demonstrate competencies and skills that are required by your department**
- **Be responsible for our career growth**

Management's Role

Perform competency assessment for each employee and place each employee into proper Role and Branch.

Evaluate competencies at interim and annual performance reviews

Apply the Pay Factors consistently, equitably, and with proper documentation in determining the employee's salary

In-Range Becomes CPA

Career Progression Adjustment– Salary increase within the pay range of the employee's banded class

- **Justified When--**
- **Duties change**
- **New duties or additional duties assigned**
- **Competency Level change**
- **Attainment and demonstrated use of**
- **competencies or skills within the same class**
- **Labor market data supports change**

Pay Factors

Pay to be determined by four factors-

1. **Financial resources (Budget)**
2. **Appropriate Market Rate**
3. **Internal pay equity**
4. **Required competencies**
Minimum qualifications
Related Ed and experience
Duties and responsibilities
Training, Certifications, Licenses

CB Process

- **Mgrs and Supervisors ---determine ROLE of each employee by reviewing skills and competencies using State Specs.**
- **HRS and small groups of Mgrs/Supervisors will meet to discuss the competencies of each role and confirm the ones that we will use at Appalachian.**
- **We will establish the profiles for each band using the selected competencies.**

Process continued

- The completed Profiles will be added to HRS Website.
- Mgrs/Supv learn to assess each employee to determine the initial band (Classification) and level for each of their employees. They will meet with each employee to complete and confirm the assessment.

People Admin Position Des Module

- **Become a PA User**
- **Contact Nancy Crowell (X6520)**
- **Complete a New Position Description in People Admin**
- **Send it through management levels**
- **HRS will receive and verify classification according to state guidelines and supervisor input.**
- **Should agree with the competency assessment.**

People Admin Recruitment Module

People Admin Performance Module

- **Currently redesigning the PA System to accommodate Career Banding more thoroughly.**
- **Will help Mgrs/Supv by electronically feeding info from the PD to other required HRS forms in Recruitment and PMSystem**
- **Will store all data and be instantly available for HRS functions such as:
Reclassifications, Recruitment,
Competency Assessments, Performance
Evaluations with NO PAPER, ALL
ELECTRONIC APPROVALS.**

Dispute Resolution Process

Allows employees to have salary adjustment decisions reconsidered by a source beyond the decision-maker

Salary decisions based on unavailability of funding are not eligible for consideration by the dispute resolution process

Procedures will be found on the HRS Website

Eligible for Dispute

Assignment within the band is different than expected

No salary adjustment has been granted when application of pay factors would support an adjustment

Amount of salary adjustment is different from expected based on application of the pay factors

Revised PMS System

PM-1 and PM-2 continue for graded positions

PM-3 and PM-4 created for CB positions

Primary job factors (Work assigned) are evaluated with NC Rating Scale

Related competencies (At what level, the employee demonstrates specific knowledge, skills, competencies, etc to complete the work assigned) are evaluated from the beginning through the end of the PM Cycle.

New PM-3 Form

Competency Assessment/Evaluation

Competencies Clearly Defined

Related to Primary Job Factors

Clearly state what is required for the employee to successfully perform at the Journey level

State how the competency will be assessed---observed/measured

Career Development

PM-3 Form expanded to include comprehensive plan to help the employee enhance his/her competency level. Specific training, skills, classes, should relate to the work assigned to the employee and be demonstrated in performing their jobs.

New PM-4 Form

PM-4 Summary Form

**Overall Performance Rating on Primary
Job Factors**

Overall Level of Competencies