

Classification & Compensation Study FAQ

Study Overview

Q. What is the purpose for this study?

A. To ensure our compensation program for all faculty and staff is aligned with a comparable fair market rate and to ensure compliance with Colorado's Equal Pay for Equal Work Act (SB 19-085), which will be effective January 1, 2021. We will develop a compensation and classification structure that is internally equitable and reflective of the competitive external market. The desired outcome is for Mines to continue to maintain a competitive compensation package in order to recruit and retain high-quality faculty and staff.

Q. Does this study relate to all faculty and staff?

A. Yes. All faculty and non-classified staff will be included in both the job description review and pay equity review phases. Because classified employees' job descriptions are defined by the state, classified employees will only participate in the pay equity review. Faculty members with positions specifically named in the Faculty Handbook will still participate in this exercise – relying on the Faculty Handbook for guidance as needed.

Q. Is the MGT study a performance appraisal?

A. No. This study does not determine job effectiveness or job performance. The study, which includes a survey to all faculty and staff (the Job Content Questionnaire or JCQ), is aimed at reviewing **what** you do, not how well you do it.

Q. Will I see an increase to my pay as a result of the study?

A. Upon completion of the study, an implementation plan will be developed for those employees identified for salary adjustments. Most commonly, adjustments are made first to bring employees that are being paid below the minimum of the assigned pay grade to the minimum salary of their pay range. Any increases in pay will be subject to available funding and standard approval processes.

Q. Can my salary be reduced by the MGT study?

A. No. Employee salaries will not be reduced as a result of this study, nor will the study evaluate or determine anyone's employment status with Mines. This study will determine whether a position is market competitive and which, if any, positions require salary adjustments to remain competitive with similar organizations. Further, when job openings occur, job descriptions will be assessed based on the results of the study.

Q. Didn't we do a study like this a few years ago? Why are we doing this again?

A. Yes, Mines contracted with Sibson Consulting to perform a market assessment for compensation of our faculty and staff in 2017. That study was narrower in scope and did not include many of the outcomes anticipated from this study. Also, the current study is required in order to comply with the Colorado's Equal Pay for Equal Work Act.

Q. Who makes decisions during this study and regarding outcomes?

A. MGT’s classification and compensation study methodology relies heavily on faculty and staff input. MGT will work closely with HR throughout each phase of the project to provide initial guidance and recommendations for updates and to tailor the final recommendations for the organization and its workforce composition. Therefore, all faculty and staff are encouraged to provide their input through surveys/interviews during the data collection process to help inform and shape decisions and recommendations.

The Management Issues Paper (MIP) Survey

Q. What is the Management Issues Paper?

A. The Management Issues Paper (MIP) is a survey for university executives and managers to complete and submit comments about one or more positions under their responsibility. Comments may regard position titles, retention/recruitment difficulties, salary or salary ranges, and advancement. The results of the MIP assist MGT consultants in the evaluation of classifications and provides additional insight into current issues.

Q. Does everyone fill out the MIP?

A. No. The MIP is distributed only to managerial and/or supervisory employees.

The Job Content Questionnaire (JCQ)

Q. What is the Job Content Questionnaire (JCQ)?

A. The JCQ is a survey used to determine if positions are accurately classified and to assist with compensation plan analyses and updates. The JCQ consists of the following sections for gathering job data:

I. Basic Job-Related Information

- Title, Employment Status, and Number of Employees Supervised

II. Job Description and Responsibilities

- Description Overview and Essential Duties
- Knowledge, Skills, and Abilities, Education and Experience Requirements
- Function within the Organization

III. Work Performed, Responsibility/Leadership, Communication, Decision-Making

- Type of Work Performed
- Level of Responsibility and Leadership
- Frequency and Types of Communication Skills Used
- Level of Decision-Making Authority

IV. Financial Authority, Tools and Equipment Usage, and Physical Job Factors

- Level of Financial Authority and Responsibility
- Knowledge and Use of Tools and Equipment
- Working Conditions and Physical Requirements

Q. Who will need to fill out the Job Content Questionnaire (JCQ)?

A. The JCQ is only for those faculty and staff who are in classifications in which their job description is out of date or missing, or if an issue was brought to MGT’s attention by a supervisor in the Management Issue

Paper (MIP) survey in which a classification is flagged for gathering data and closer examination. Not all faculty and staff will need to complete a JCQ. If your job description is up to date, you do not need to fill out a JCQ. If your current job description is mostly up to date, you do not need to fill out every section of the JCQ and you may submit a partial JCQ. Faculty and staff that will be included in this survey data collection will be notified prior to survey invitations being distributed.

Q. When will the JCQ be distributed?

A. The JCQ is commonly distributed after the closure of the Management Issues Paper (MIP) survey. Exact dates will be announced soon.

Q. May I request a copy of my current job description to reference as I fill out the JCQ?

A. Yes. Please keep in mind that the job description on file may be outdated and inaccurate. It should only be used as a tool to help you start the process of completing your JCQ. You do not need to use your current job description if it is not helpful or if it does not reflect your current job duties. If there is another job description in your department that is helpful, you may request it. Discussions with your supervisor about your most recent job description may be helpful to ensure that they are aware of all the job duties you are currently performing. Immediate supervisors are encouraged to review the JCQs for their direct reports as well. If your direct manager does not have a copy of your job description on file, please email Steven Richmond (srichmond@mines.edu) for further assistance.

Q. How long does it take to fill out the Job Content Questionnaire (JCQ)?

A. The JCQ can take 1-2 hours to complete depending on the nature of your position. Faculty and staff are encouraged to speak with HR, supervisors, and other employees as needed to support filling out the JCQ.

Q. Does the JCQ have to be completed in one session?

A. No. The survey will save your responses as you move through the survey pages. Once you begin, you will be able to save your information and finish completing the JCQ at another time if needed. You will be sent reminder emails until you have finished filling it out.

Q. Will Management have to review each JCQ and can they change an employee's responses?

A. Immediate supervisors are encouraged to review the JCQs for their direct reports. Supervisors can agree/disagree with an employee's responses and add comments, but they cannot change the content submitted by the employee. Next level managers who wish to review JCQs must make their supervisors aware not to submit until they have an opportunity to review and add comments. MGT will review both employee and supervisor responses as submitted.

Q. Will the employee be able to modify their answers once they submit the JCQ survey?

A. Once an employee has submitted a survey, they are **not** able to modify it any longer. If there has been a mistake, or an employee wants to add information, they must contact their supervisor or HR department to discuss the desired changes. Supervisors may include a note about the addition or change in his/her supervisor review.

Q. How will supervisors know when their employees have submitted their JCQs?

A. Supervisors will receive an email letting them know when their employee's JCQ is complete and ready



for their review. In this email, supervisors will click on a website link to access the JCQ Supervisor Review survey for the employee listed in the email and will log in with the information provided in the email.

Q. How will vacant positions be handled?

A. Supervisors, lead positions, or other employees knowledgeable on the functions and duties of a vacant position may be asked to fill out the JCQ for it.

Market Sources & Assessment

Q. What organizations will the University be compared with for the study?

A. Those determined to be peers or competitors, which may include public and private markets, other comparable public universities, or local agencies or companies. MGT will work with Colorado School of Mines project team and others to identify and select the appropriate market data sources, recruitment markets, and competitive organizations for gathering and assessing the market competitiveness of the University's current pay practices.

Q. What market data sources will be reviewed for benchmarking positions?

A. MGT will conduct a Custom Market Survey using responses from comparable organizations and will also review employer-reported market data from the Salary.com CompAnalyst database. Other relevant salary survey data sources may be incorporated as necessary.

Results

Q. When will the study be completed?

A. The study is expected to be completed by/before December 2020.

Q. Could my job title change?

A. Possibly. This study seeks to validate job titles and align them to job responsibilities so that they are recognizable to job seekers and consistent with standard or common titles across the organization. It is possible that specific job titles may be updated to better reflect a position if the nature or duties of a position has changed over time, yet the title has not. The need for such changes is largely based on feedback provided in the MIP and JCQ surveys.

Q. How will employees hear about the results of the study?

A. MGT will provide Colorado School of Mines with a Final Report that will provide details on the study's methodology, market data, and recommendations. The results of the MGT study will be presented to the Colorado School of Mines leadership in December 2020. Communications to employees at large have not been decided upon yet, however, a Study Results presentation recording, report, or handout is normally shared with employees for their particular pay analysis. Employees will be contacted by HR or their supervisor individually regarding any adjustments to job title and/or pay to maintain employee confidentiality.

Other Questions

Q. How might the changing job market post-COVID affect this study? How do we project the ways that certain positions will be affected?

A. The study will proceed following established work plan activities and best practices but will adjust as necessary relative to implementation planning and the University's budget projections to determine the best course. MGT will draw upon best practices used for classification and compensation practices during times of recession, as well as monitoring and updating processes related to developing processes that arise during the COVID crisis. MGT will provide a 12-month post-study support period to ensure Colorado School of Mines has the tools, training, and guidance for making any needed adjustments relative to implementation planning.