



The CARE Project

Classification > Acquisition > Retention > Equity

FSCJ

Florida State College
at Jacksonville



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There is a lot of information to be shared with you today. If you have a question, we ask that you put them in the Chat feature and we will address them at the end of the session.

After all of the information sessions are conducted, employees will receive an email with their personalized information that shows current and new: classification, pay grade, job family, FLSA status, and base salary. It will also show you your DBM band with the minimum, midpoint and maximum salary structure.

Our Q&A sessions will be held starting May 31st through June 23rd. Employees are encouraged to enroll in one of the Q&A sessions to have your questions answered.

[Power point presentation](#)

[The Classification and Compensation Information Guide](#)

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The CARE Project Timeline Recap

The CARE Project consisted of four phases with a goal to design a classification and compensation system that is internally equitable and externally competitive.

Phase 1 - Project Administration	Event Date(s)
Consultant, Mark Goldberg, lead informational sessions to further detail project scope and instruct employees on how to complete a Position Description Questionnaire (PDQ).	September 16 - 18, 2019
Phase 2 - Classification Study	
Employees complete the PDQ and submits to Direct Manager	October 18, 2019
Direct Manager reviews and approves PDQs and submits to Manager's Manager	November 8, 2019
Manager's Manager reviews and approves PDQs and submits to Human Resources	December 5, 2019
Gallagher begins reviewing PDQs	December 2019
Meetings with Vice President of Finance and Administration	February 25, 2020 and June 25, 2020
Meetings with Cabinet	July 16, 2020, November 9, 2020 and June 8, 2021
Focus Group sessions (Project Coordinators, Instructional Program Managers, Administrative Assistants and Program Managers)	May 11 - 13, 2020 (11 sessions)
WebEx meetings with administrators regarding position titles	May 12, 2021 (2 sessions)
Phase 3 - Compensation Study	
Market Analysis	2020
Phase 4 - Project Finalization	
Gallagher presents study findings and recommendations to FSCJ officials.	May 3, 2021

The CARE Project Objectives



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Perform a systematic review of job content, titles, pay and policies.

Classification Objectives:

- Identify areas of opportunity to consolidate titles based on type and level of work being performed to aid in ease of administration and workforce consistency.
- Ensure internal equity by analyzing pay by job responsibilities and minimum requirements.
- Ensure position descriptions are properly documented.
- Ensure positions are properly classified in compliance with FLSA designations.

The CARE Project Objectives (cont.)



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Perform a systematic review of job content, titles, pay and policies.

Compensation Objectives:

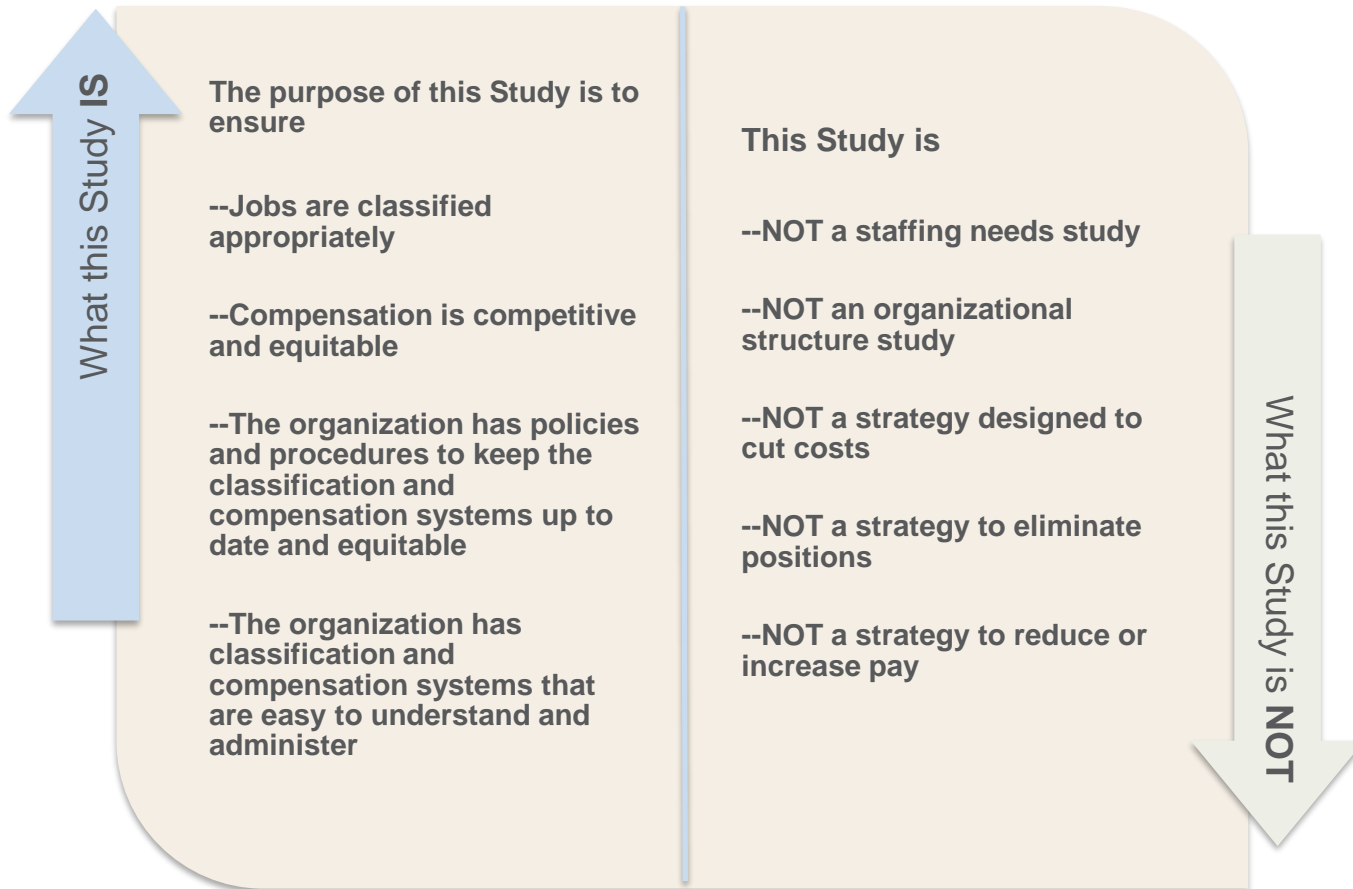
- Create a Compensation Philosophy.
- Develop a salary structure for all FSCJ jobs that is externally competitive, internally equitable, and legally defensible.
- Ensure internal equity by analyzing pay by job responsibilities and minimum requirements.
- Conduct a comprehensive compensation survey to determine market competitiveness.

This is just the beginning of the Compensation and Classification project. There is more to come!

- Revising policies and procedures
- Moving employees to market
- Reward high performing employees, through a performance/merit pay structure
- Provide career paths for employees to grow, move and advance within job families

Project Goals

What this Study **IS** versus what this Study **IS NOT**



Things to Know



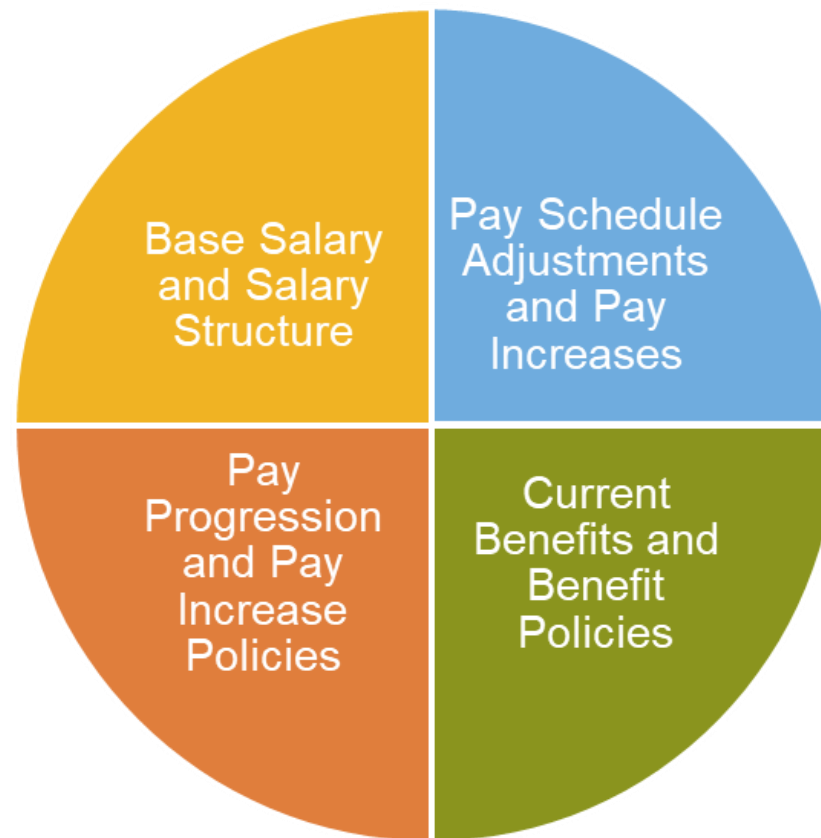
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- Employees' salaries did NOT decrease as a result of this project.
- The study applied to Administrative, Professional and Career positions.
- Employees whose current base salary is below the minimum of the new Salary Structure will receive an increase to the new minimum (approximately 28% of employees will be impacted).
- Although job titles may have changed, the project was not designed to change the work being done.
- Job Families were created to provide clearer career paths.

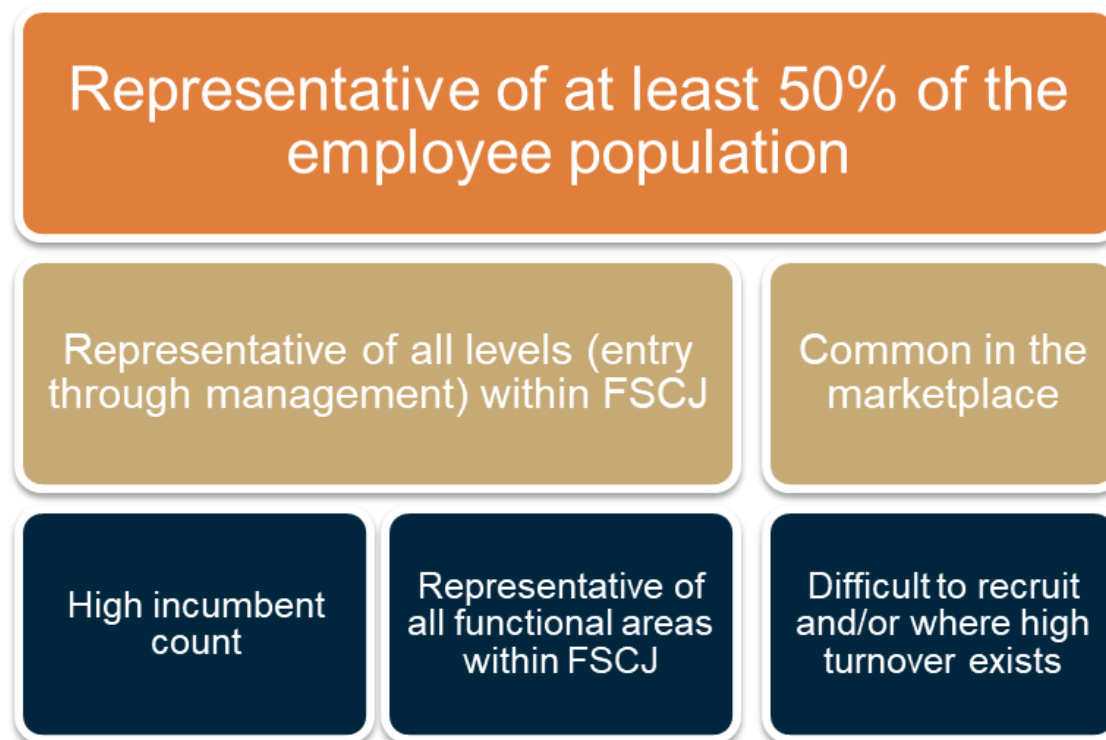
Compensation Study

The compensation survey, created by Gallagher Benefit Services (GBS) and FSCJ, asked comparator organizations to provide the following information:



Custom Survey Methodology

Benchmark jobs were identified utilizing the following criteria:



Compensation Study



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After consultation with HR and leadership, the survey was sent to 29 higher education and public sector agencies for which FSCJ competes for talent. Responses were received from the following 12 organizations:

- Broward College
- City of Jacksonville
- Clay County
- Daytona State College
- Florida Southwestern College
- Hillsborough Community College
- Miami Dade College
- Orange County
- Santa Fe College
- Seminole State College of Florida
- St. Johns River State College
- University of North Florida

GBS partnered with FSCJ to select a list of 70 positions within the College to include in the survey. These positions were drawn from all levels of the College and were chosen based on their likelihood of having similar positions within the organizations surveyed.

Published Salary Survey Sources



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In order to incorporate the private sector market data into the analysis, GBS included data from published salary survey sources. Some companies that participate in these surveys include but are not limited to:

- Bank of America
- JP Morgan
- Florida Blue

Please note that participation in these surveys by these companies does not necessarily mean they will have matches for the benchmark positions identified.

Published Salary Survey Sources (cont.)

The published salary surveys GBS used were:

- College & University Professional Association (CUPA)
- Willis Towers Watson
- Mercer
- Economic Research Institute
- CompData

Different datacuts in salary surveys:

- Jacksonville area
- Higher Education
- Public Sector
- State/Regional/National

Survey Findings and Analysis

Market Comparison

For each position the percentage difference has been calculated between FSCJ's salary figure and the market salary figure in terms of FSCJ's salary.

If the figure is:

- Positive (+): Figure indicates FSCJ pays above the market.
- Negative (-): Figure indicates FSCJ pays below the market.

The following guidelines are used when determining the competitive nature of current actual compensation:

+/- 5%:	Highly aligned with the market
+/- 10%:	Aligned with the market
+/- 11-15%:	Possible misalignment with the market
> 15%:	Significant misalignment with the market

Survey Findings and Analysis (cont.)

FSCJ base salaries for benchmark positions as compared to the 50th percentile of the market (market median):

Overall Difference of FSCJ Benchmark Jobs		
Percentile	Median of the Market Base Salary Only	Median of the Market Base Salary + Medical + Dental + Vision + Retirement
Benchmark Positions	-2.1%	1.43%

Based on these comparisons the College is overall considered “**Highly Aligned**” at the market 50th percentile for both base salary and with benefits included.

Survey Findings and Analysis (cont.)



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Market Comparison – Important Additional Considerations

- Additional factors influencing actual salaries must be considered including:
 - Past Performance
 - Turnover
 - Longevity
 - Time in the job
 - Differences in skills

Compensation Philosophy



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At FSCJ, we value our employees and the critical role they play in delivering on the College's commitment to serving our students and improving their lives through excellence in teaching and learning. Because our compensation philosophy, including salary and benefits, is a reflection of our College values, we pursue sustainable compensation goals in accordance with our overall fiscal position while respecting the goals of this philosophy.

Compensation Philosophy (cont.)

Five Key Objectives:

1. Offer Externally Competitive Salary and Benefits

FSCJ strives to be competitive in compensation and benefits within our labor market.

2. Be Equitable

FSCJ provides a framework of consistent compensation practices that are fair, equitable and free of discrimination.

3. Exemplify Excellence

As part of our commitment to excellence, FSCJ values continuous skill improvement and professional development.

4. Maintain an Emphasis on Student Success

Employment goals are developed to support the College's overall performance and strategic priorities, including student access and success.

5. Communicate Clearly

We seek to maintain open communication regarding compensation practices because we value the critical role employees play in our mission.

2022-23 Salary Structure



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DBM Band	Minimum Salary	Mid	Maximum Salary	Hourly Rate
A11	\$24,000	\$29,380	\$34,760	\$12.00
A12	\$25,300	\$31,234	\$37,167	\$12.65
A13	\$26,719	\$33,399	\$40,079	\$13.36
B21	\$29,005	\$36,256	\$43,508	\$14.50
B22	\$31,622	\$39,527	\$47,433	\$15.81
B23	\$34,576	\$43,219	\$51,863	\$17.29
B24	\$38,750	\$48,437	\$58,125	\$19.37
B25	\$44,452	\$55,565	\$66,678	\$22.23
B31	\$38,750	\$48,437	\$58,125	\$19.37
B32	\$44,452	\$55,565	\$66,678	\$22.23
C41	\$47,874	\$62,236	\$76,598	\$23.94
C42	\$52,336	\$68,037	\$83,738	\$26.17
C43	\$57,123	\$74,260	\$91,397	\$28.56
C44	\$63,575	\$82,647	\$101,720	\$31.79
C45	\$71,981	\$93,575	\$115,169	\$35.99
C51	\$63,575	\$82,647	\$101,720	\$31.79
C52	\$71,981	\$93,575	\$115,169	\$35.99
D61	\$79,550	\$103,415	\$127,280	\$39.78
D62	\$85,960	\$111,748	\$137,536	\$42.98
D63	\$92,693	\$120,501	\$148,309	\$46.35
D64	\$101,583	\$132,058	\$162,533	\$50.79
D65	\$112,912	\$146,785	\$180,659	\$56.46
D71	\$101,583	\$132,058	\$162,533	\$50.79
D72	\$112,912	\$146,785	\$180,659	\$56.46
E81	\$122,919	\$159,795	\$196,670	\$61.46
E82	\$131,275	\$170,658	\$210,040	\$65.64
E83	\$139,956	\$181,942	\$223,929	\$69.98
E91	\$151,283	\$196,668	\$242,053	\$75.64
E92	\$165,535	\$215,195	\$264,856	\$82.77
F101	\$177,980	\$231,374	\$284,768	\$88.99
F102	\$188,283	\$244,768	\$301,253	\$94.14
F103	\$198,910			\$99.46



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THE DECISION BAND METHOD®

HUMAN RESOURCES AND COMPENSATION CONSULTING



Job Evaluation



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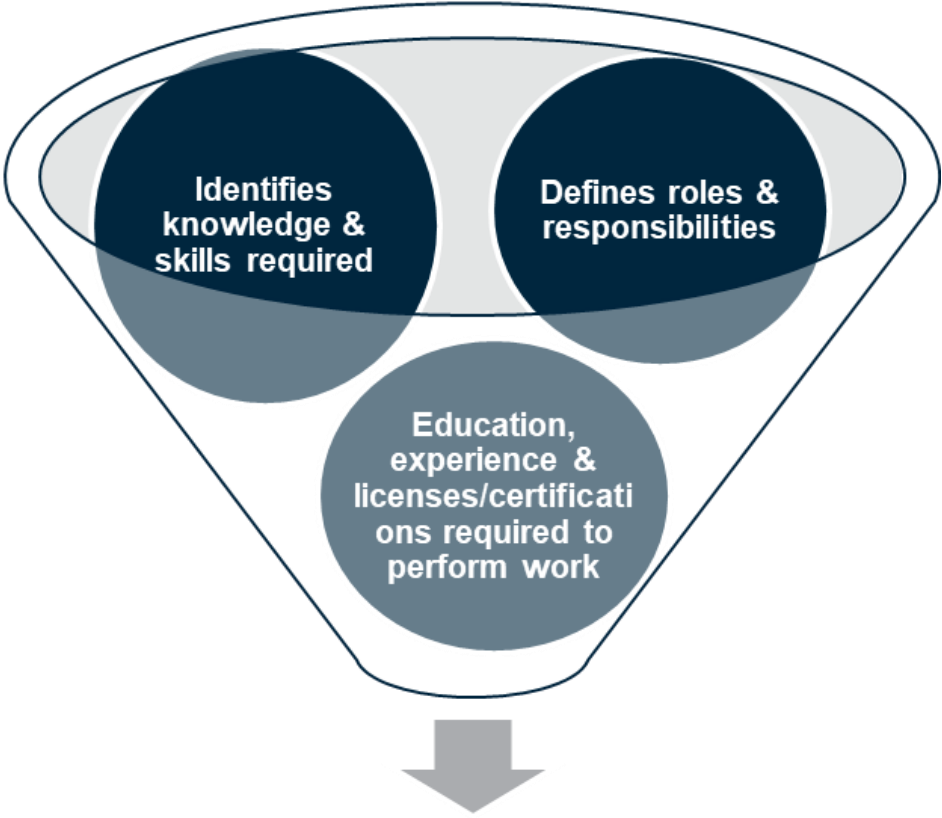
What is it?

- Uses a defined methodology to determine the relative value of jobs within an organization.
- Provides an objective and documented method for job analysis and evaluation.
- Provides the basis for determining pay.

Methods of Job Evaluation

- Market Pricing
- Whole Job Ranking
- Classification
- Factor Comparison
- Point Factor
- Scored Questionnaires
- Decision Band Method®

Job Classification



Creates parity in job titles, consistent job levels, and resulting salary ranges

Decision Band Method[®]

Premise

- Gallagher proprietary method.
- The value of a job should reflect the complexity and level of the job to the organization.
- The classification of a job is directly related to the decision-making requirements of the job.
- Decision-making is common to all jobs and measurable.
- Supervision is also a key factor.
- Only work content is considered.
- Factors unrelated to work are not included in evaluation of job.

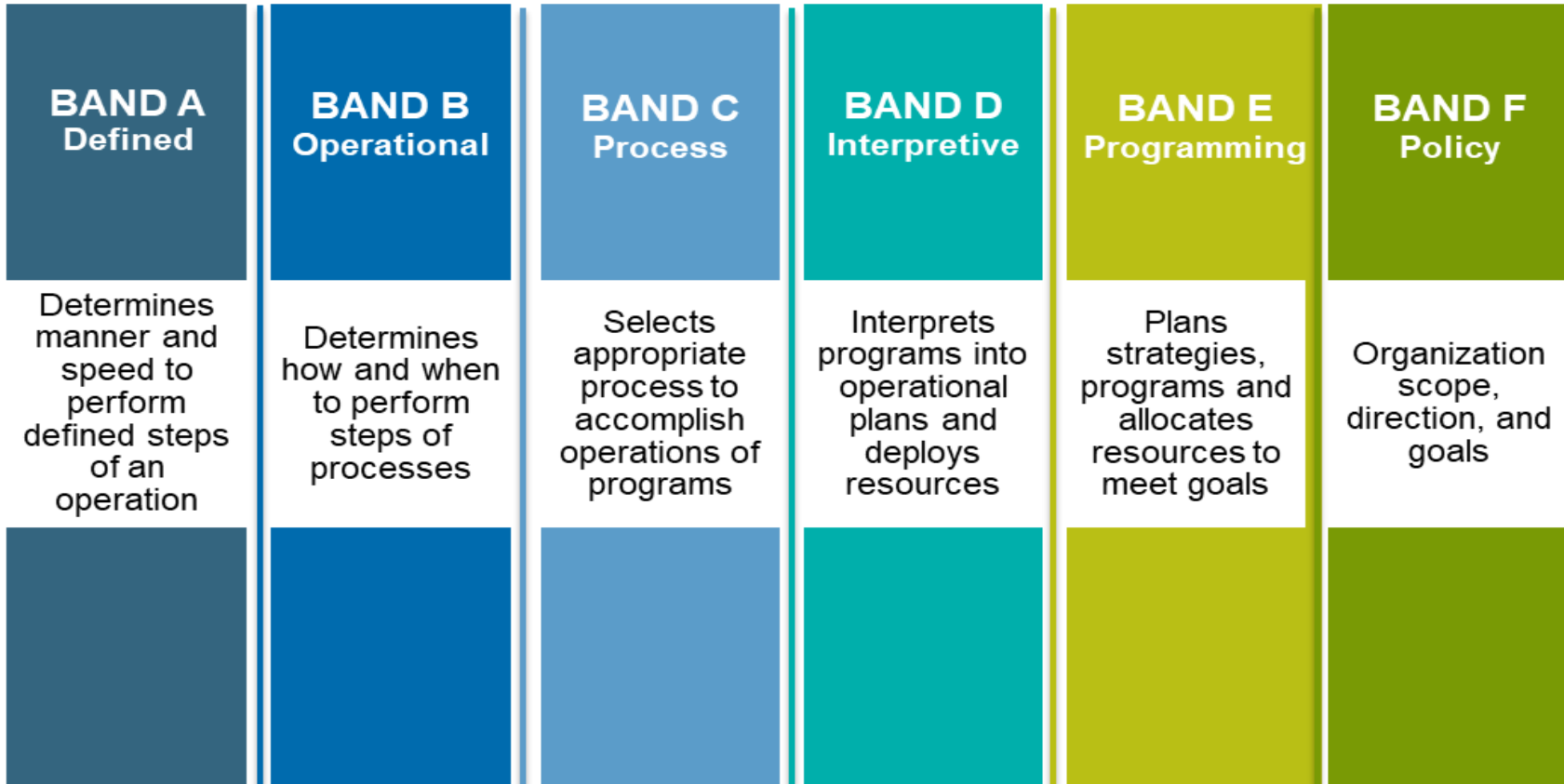
Inconsistent Job Levels

Career				
PG	Specialist	Coordinator	Manager	Director
3	1			
6	1	1		1
7	4		1	
8	2			
10	7	1		
11	3	2	1	
12	6	1		
13	9	1	3	
14	1	5		
15	7	3	1	
16	3	4		
17		14	5	
18	1		2	
19	2	3	6	
20			1	

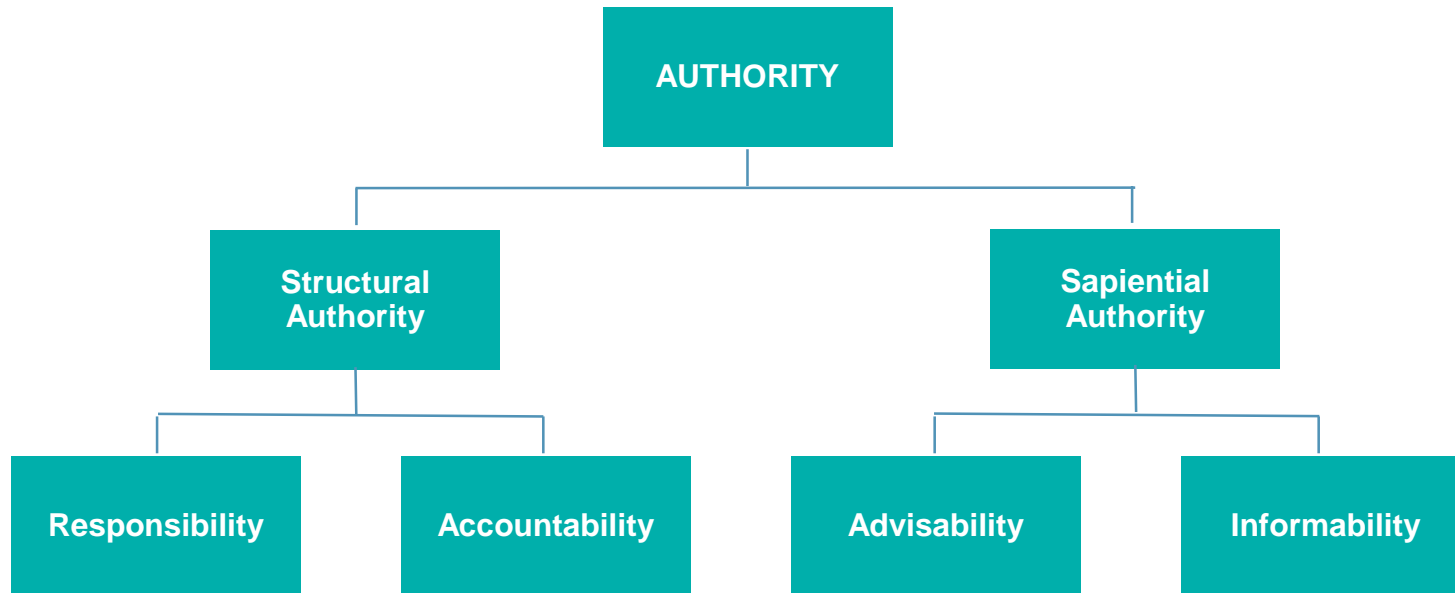
Administrative & Professional				
PG	Specialist	Coordinator	Manager	Director
16			1	
17		1	1	
18		3		
19	2	1	1	1
20		5	8	
21			2	1
22			1	7
23				4
24			1	11
25				2
26				15



DBM Step 1 – Bands



DBM Step 2 – Grades



DBM Step 2 – Grades (cont.)



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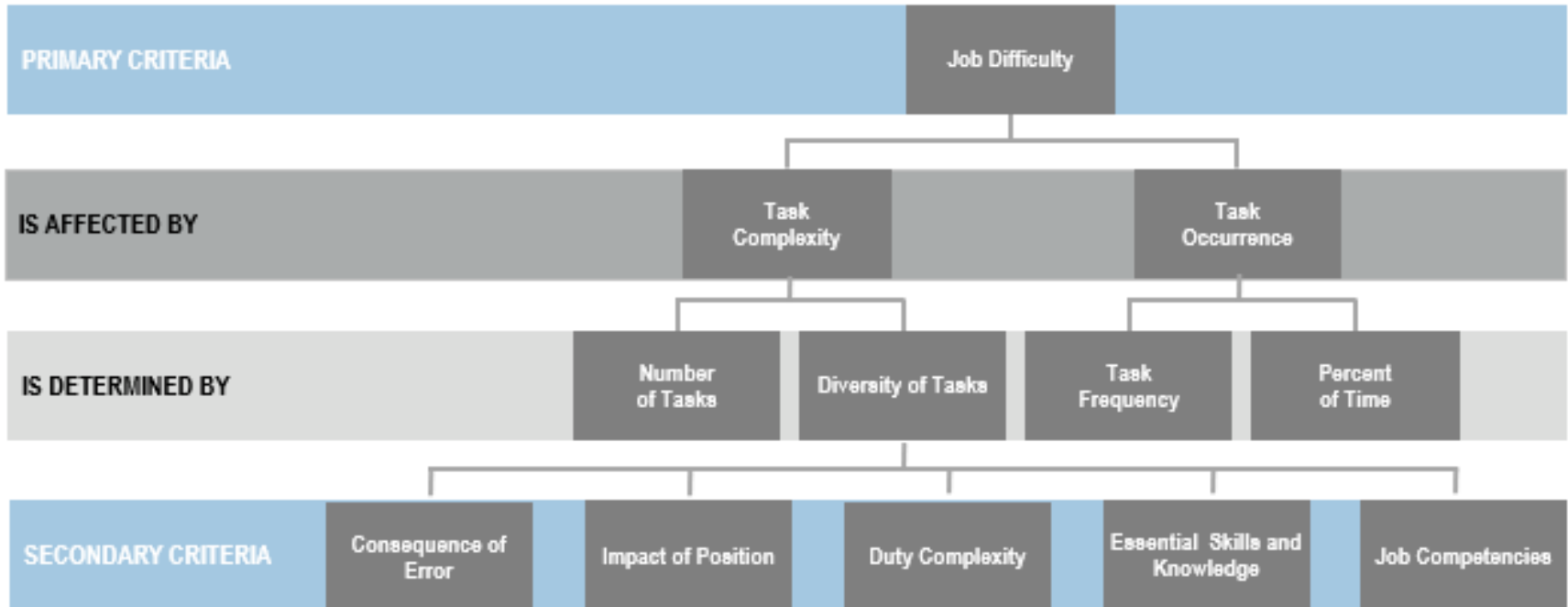
GRADE ASSIGNMENT

- Jobs with coordinating or supervisory responsibility within the same band are placed in the higher grade.
- Jobs without this responsibility within the same band are placed in the lower grade.

EXAMPLE: BAND B

- Grade 3 – Coordinating or Supervisory jobs.
- Grade 2 - Non-coordinating or Non-supervisory jobs or jobs which supervise those in lower bands.

DBM Step 3 – Subgrade



DBM Structure



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BAND	GRADE	SUB GRADE
F Policy	11 Coordinating/Supervisory	2(5)
		1(4)
	10 Non-Coordinating	3
		2
		1
E Programming	9 Coordinating/Supervisory	2(5)
		1(4)
	8 Non-Coordinating	3
		2
		1
D Interpretive	7 Coordinating/Supervisory	2(5)
		1(4)
	6 Non-Coordinating	3
		2
		1

BAND	GRADE	SUB GRADE
C Process	5 Coordinating/Supervisory	2(5)
		1(4)
	4 Non-Coordinating	3
		2
		1
B Operational	3 Coordinating/Supervisory	2(5)
		1(4)
	2 Non-Coordinating	3
		2
		1
A Defined	1 Coordinating/Supervisory	3
		2
		1
	0 Non-Coordinating	3
		2
	1	

DBM Structure (cont.)

Sample of DBM Band/Grade/Subgrade
C44 = Non-coordinating
C51 = Coordinating

Band	Grade	Subgrade
C	4	4
C	5	1

2022-23 Salary Structure

DBM Band	Minimum Salary	Mid	Maximum Salary	Hourly Rate
A11	\$24,000	\$29,380	\$34,760	\$12.00
A12	\$25,300	\$31,234	\$37,167	\$12.65
A13	\$26,719	\$33,399	\$40,079	\$13.36
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Fair Labor Standard Act (FLSA)

FLSA Exemption decisions were based on the PDQ information, which was used to determine the DBM Band placement, which determined the FLSA Exemption designation.

PDQ > DBM Band > FLSA Exemption Status

DBM Band	Classification	FLSA Status	Pay for Hours Worked Over 40?	Timesheet Required?
A Band	Career	Non-Exempt	Yes	Yes
B Band	Career	Non-Exempt	Yes	Yes
C Band	Professional	Exempt	No	No
D Band	Administrative	Exempt	No	No
E Band	Administrative	Exempt	No	No
F Band	Administrative	Exempt	No	No

What does this mean for FSCJ employees in non-exempt positions? Employees will be required to complete timesheets for all hours worked, including leave, each pay period.

FLSA Overtime Exemption Tests

Minimum Salary Threshold – For **all** exemption tests - \$35,568 annually, \$684 weekly, \$27.63 hourly.

- **Executive Exemption** – The employee’s primary duty must be managing the organization.
- **Administrative Exemption** -The employee’s primary duty includes the exercise of discretion and independent judgment with respect to matters of significance.
- **Professional Exemption** - The employee must be employed as a computer systems analyst, computer programmer, software engineer or other similarly skilled worker in the computer field.

Administrative - The primary duty must be the performance of office or non-manual work directly related to the management or general business operations (i.e. administrative work) of the employer or the employer's customers; and the employee's primary duty must include the exercise of discretion and independent judgment with respect to matters of significance.

Executive - The primary duty is managing the enterprise or a customarily recognized department or subdivision of the enterprise; must customarily and regularly direct the work of two or more employees or their equivalents; and must have the authority to hire or fire other employees, or the employee's suggestions and recommendations as to hiring, firing, advancement, promotion or any other change of status of other employees are given particular weight.

Learned Professional - The employee's primary duty must be the performance of work requiring advanced knowledge, defined as work which is predominantly intellectual in character; and the employee's primary duty must include the consistent exercise of discretion and independent judgment with respect to matters of significance.

Creative Professional - The employee's primary duty must be the performance of work requiring invention, imagination, originality, or talent in a recognized field of artistic or creative endeavor.

Computer - The job function must be a computer systems analyst, computer programmer, software engineer, or other similarly skilled worker in the computer field; and the **primary** duty is the application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software, or system functional specifications; or the design, development, documentation, analysis, creation, testing, or modification of computer systems or programs, including prototypes, based on and related to user or system design specifications; or the design, documentation, testing, creation or modification of computer programs related to machine operating systems; or a combination of the duties stated above, which requires the same level of skill and performance.

Highly Compensated - The employee receive pay of at least \$107,432 annually (which must include at least \$684 per week paid on a salary or fee basis) and at least one of the exempt duties from either the Administrative, Executive, or Professional exemption tests.

Outside Sales - The employee's primary duty must be making sales (as defined in the FLSA), or obtaining orders or contracts for services or for the use of facilities for which a consideration will be paid by the client or customer; and the employee must be customarily and regularly engaged away from the employer's place or places of business.

Job Families



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Why create job families?

- To provide a clearer career path for employees.
- Job families are an excellent retention tool, especially for employees new to higher education.
- To make job titles more consistent across the organization.
- Fewer job titles allows for less administration and confusion within FSCJ as to what level of responsibility an employee has.

Job Families (cont.)



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How were the job families created?

- Gallagher reviewed the submitted PDQs and looked for positions that had similar or related duties, and where a natural progression could occur.
- Gallagher then identified behaviors or skills that would be consistent across each of those levels.
- Finally, Gallagher attempted to standardize the titles resulting in employees at the same level in different job families to have similar titles.

Job Families (cont.)

Listed below are the 15 separate job families created for FSCJ.

- Accounting, Finance and Budgets
- College Advancement
- College Support
- Education and Career
- Facilities
- Grants
- Human Resources
- Information Technology
- Institutional Research
- Learning Support
- Library and Cultural Arts Services
- Marketing & Communications
- Safety & Security
- Senior Leadership
- Student Services

Library and Cultural Arts Job Family Titles		
DBM Band	Current Job Title	New Job Title
A11		
A12		
A13	Library Assistant I	Library Clerk
	Library Assistant II	Library Clerk
B22	House Manager	Production Specialist
B23	Accompanist	Music Specialist
	Library Research and Information Specialist	Library Specialist
	Production Stage Manager	Production Senior Specialist
	Scene Shop Supervisor	Scene Shop Specialist
B24/B31		
B25/B32	Library Tech Srv Program Coordinator	Library Coordinator
C41	Gallery Coordinator	Gallery Coordinator
	Library & Learning Commons Manager	Library Manager
	Library Manager	Library Manager
	Public Services Coordinator – Library	Senior Library Coordinator
C42		
C43	Director Wilson Center for the Arts	Director Cultural Arts Center
C44/C51	Director Campus Library Services	Director of Library Services (C51)
	Director Online Library Services	Director of Library Services (C51)
C45/C52		
D61	Executive Dean Library Services	Dean of Library Services
D62		
D63		
D64/D71		

Implementation

Action Taken by the College

- Bring employees to the new salary range minimum, impacting approximately 28% of the non-instructional personnel. **College increased hourly rate to \$11.59 for Pay Grades 1 – 5, effective December 1, 2021.**
- No impact on non-instructional employees whose salary is above the maximum of the new salary range.
- No negative impact on benefits (leave accruals).



**Employees
Get Increases**

**Employees Above
Range Maximum**

Next Steps



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- Informational Sessions
- Personalized Email with Position Information
 - The CARE Project Classification & Compensation Information Guide
- Q&A Sessions
- Policy (APM) Updates
- Update data into PeopleSoft
- Go Live July 1, 2022
- Update job descriptions

Personalized Email

To: John Doe

SAMPLE OF EMAIL

Subject: Your Personalized CARE Project Position Data

We are excited to announce that we are reaching the implementation phase of The CARE Project which is scheduled to become effective on September 1, 2021. Over the last two years, we have worked with Gallagher Benefit Services to conduct an extensive review of job content, titles and pay within the College's compensation and classification structures.

As discussed during the recent information sessions, this is **your** personalized overview which highlights **your** current and new position data, resulting from the Care Project. As you review your information, please note the following:

- No one's salary or benefits will be negatively impacted.
- If your current salary is below the new salary minimum of your Band, your salary will be increased to the new minimum of the Band. Otherwise your salary remains the same, including if your salary is above the maximum of the band.
- Non-exempt employees are required to submit their worked hours by reporting their time through the myFSCJ on a daily basis ([APM-04-0501](#)). Click here to learn how to enter a payable timesheet.
- For details about the Care Project go to the HR website ([Care Project Compensation Guide](#)).

If you have questions regarding your position data information, please register for a Q&A session ([LINK](#)).

	CURRENT	NEW
Title	XYZ Manager	ABC Coordinator
Classification	Career	Career
Pay Grade/Band	18	B25
Job Family	N/A	Education and Career
FLSA	Exempt	Non-exempt
Base Salary	\$49,500	\$49,500

The salary structure for your DBM Band is:

DBM Band	Minimum	Midpoint	Maximum
B25	\$44,452	\$55,565	\$66,678

Policy Changes



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- Substituting education for experience (and vice versa).
- Ability to hire career employees above the minimum.
- Change of Employment Status – market conditions, related experience and internal salary equity shall be considered in determining the salary recommendation.
- Position reclassification occurs when there are significant and permanent changes in the essential duties.
- Interim appointments for immediate needs and time for advertising/recruitment.
 - Eliminate acting appointments.

Post Implementation Focal Points



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- Appeals process
- Time in current position reporting in PeopleSoft.
- Develop paths for employees to progress through the salary structure.
 - Step Plan
 - Merit/Performance Pay
- The College will conduct a formalized market review every three to five years.
- Florida minimum wage increasing to \$15 per hour by 2026.
 - Potential salary compression concerns

Questions



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Specific questions regarding emailed personalized information may be addressed in one of the upcoming Q&A sessions. Look for **PD 1516 CARE Project Q&A Session** in myLearning.

Thank you!