

Compensation and Classification Study



Mines HR | August 2020

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Project Team & Consulting Resources

Mines Project Team

Project Lead: Steven Richmond | Total Rewards Consultant

Project Sponsor: Stacie Altman | Director of HR

Cross Functional Project Team:

- Michelle Merz-Hutchinson | Deputy General Counsel
- Jennie Kenney | Director of AA Operations
- Jill Murphy | Associate Director of HR
- Kathleen Feighny | Talent Acquisition Partner for AA
- Tricia Douthit | Chief Data Officer
- Kevin Gravina | Exec Director Financial Planning
- Brandy Burgess | Director of Campus Events

This project team has been assembled to ensure that the planning, review, and implementation of this study takes a diverse set of institutional viewpoints into consideration.

If you have questions please reach out directly to the project lead at this email address srichmond@mines.edu

MGT Consulting Resources



Brandon Ledford

MGT Project Executive



Sheena Horton

MGT Project Director

CLASSIFICATION & COMPENSATION TEAM



Will Fiorito

Consultant



Kelsey Miller

Analyst

Project Objectives

Overall Objective:

To ensure that Colorado School of Mines' classification and compensation system is accurate, equitable, and market competitive to attract and retain highly qualified employees while also **ensuring compliance with Colorado Equal Pay for Equal Work Act effective January 1, 2021**

We have contracted with a partner, MGT Consulting Group, to guide us through this process.

Sibson Consulting performed a similar assessment in 2017, however was not as comprehensive and did not include foundational outcomes.



Colorado Equal Pay for Equal Work Act

What is the Colorado Equal Pay for Equal Work Act?

- Aims to increase pay equity and transparency
 - Employees are protected against sex-based pay discrimination for work requiring similar skill, effort and responsibility
 - Prohibits an employer from seeking wage history as a condition of employment
- Imposes new notice and record keeping requirements
 - Employers must announce all job openings internally and provide pay ranges
 - Employers are required to maintain job descriptions and wage history for all employees
- Encourages companies to regularly self-audit their compensation practices

What are the high-level outcomes for Mines?

- Mines pay programs will be fair and equitable for ALL employees.
- Modernizing Mines pay programs will create speed and efficiency while helping us attract and retain top talent.
- Career pathways will be created to further promote professional development and help Mines employees plan for the future.

Who does this apply to?

- All employees, both faculty and staff
- Excludes Classified employees for job descriptions only

Full information on the Equal Pay Act can be found at: <https://leg.colorado.gov/bills/sb19-085>

What will we need to do?

Initiative	Sibson (2017)	MGT (2020)	Notes
Revise and Prepare Job Descriptions	✓ Not all positions	✓	All positions (except classified, which are already published by the state) and will be stored in a repository for future use.
Implement a Standardized Level and Grade System		✓	Creates a foundation for market analysis, career path development, and consistent internal application of pay programs.
Perform a Market Competitiveness Evaluation	✓ Not all positions	✓	MGT will provide a more robust comparison by discipline and role type for all positions.
Analyze Internal Equity Analysis		✓	Crucial to the fairness of pay programs and is the backbone of a meaningful value proposition for employees.
Perform a Compliance Review		✓	New legislation that will require a full review of internal practices and a path forward for continuous compliance.
Develop Compensation Standards and Guidelines Framework		✓	A set of policies, processes and procedures that will ensure the ongoing maintenance of a competitive, equitable compensation program at Mines.
Revisit our Compensation Philosophy	✓ Not fully implemented	✓	Core guiding principles about how Mines approaches compensation.

Project Work Plan and Timeline

WORK TASKS	AUGUST				SEPTEMBER				OCTOBER				NOVEMBER				DECEMBER			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1.0 Conduct Initial Meeting(s) and Finalize Project Work Plan	█	█	█																	
2.0 Develop/Implement a Communications Strategy*			█	█	█															
3.0 Review Existing Compensation System			█	█	█	█														
4.0 Gather and Evaluate Current Employee Job Data					█	█	█	█												
5.0 Revise and Prepare Job Descriptions									█	█	█	█	█	█	█					
6.0 Identify Relevant Recruitment Market(s)						█	█	█	█											
7.0 Conduct Market Survey(s)										█	█	█	█	█	█	█	█			
8.0 Develop Compensation System and Present Report*																█	█	█	█	
9.0 Develop Implementation Strategies																	█	█	█	
10.0 Provide Ongoing Assistance																			→	

This study is projected to be completed by January 1, 2021.

Detailed Work Plan & Processes, Cont.

4.0 Gather and Evaluate Current Employee Job Data

- Administer MGT's **Management Issues Paper** (MIP) survey to offer supervisors the opportunity to identify compensation and classification issues and opportunities relating to their areas of responsibility.
- Administer MGT's **Job Content Questionnaire** (JCQ) to employees to collect job data for analysis, as needed. Results will be used to determine if positions are accurately classified and for ensuring accurate and up-to-date benchmark comparisons for market analysis.
- Review JCQ and MIP data and related information and conduct classification review.

Detailed Work Plan & Processes, Cont.

Management Issues Paper © (MIP)

- Online survey distributed by email to supervisors
- Opportunity to identify issues related to specific issues for classifications

Primary Issue Areas Covered in the MIP:

- ✓ Recruitment / Retention
- ✓ Position Title
- ✓ Career Path / Advancement

The image shows a side-by-side comparison of the Management Issues Paper (MIP) form. On the left is the desktop version, and on the right is the mobile version. Both versions feature the MGT Consulting Group logo at the top. The desktop form includes a header with the logo, a prompt to fill in the form, three input fields for 'Your Name', 'Your Job Title', and 'Department Name', a section for indicating the job title and employee(s) related to the issue, and a final input field for 'Job Title Related to Issue'. The mobile version is displayed on a smartphone screen, showing the same form layout adapted for a smaller screen. A red progress bar at the top of the mobile screen indicates 0% completion. A right-pointing arrow is positioned between the two versions.

MGT CONSULTING GROUP

Please fill in the form below:

Your Name

Your Job Title

Department Name

Indicate the job title your issue relates to and the employee(s) in that job title.

Please list **only one job title** and the names of the employee(s) that are included regarding your concerns.

If you have more than one position title you would like to report, you may complete another MIP form, but you **must** complete this MIP form before beginning a new survey.

Job Title Related to Issue

MGT CONSULTING GROUP

Please fill in the form below:

Your Name

Your Job Title

Department Name

Indicate the job title your issue relates to and the employee(s) in that job title.

Please list **only one job title** and the names of the employee(s) that are

Detailed Work Plan & Processes, Cont.

Job Content Questionnaire © (JCQ)

Survey Sections:

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

Detailed Work Plan & Processes, Cont.

Job Content Questionnaire © (JCQ)

Tips for Completing the Questionnaire:

- ❑ Prepare ahead of the survey.
 - ❑ Online survey will be distributed by email to all employees (paper copies available).
- ❑ Answer the survey in terms of the necessary duties and qualifications to perform the work of the job, not your own qualifications, experience, or performance.
 - ❑ Supervisors will have an opportunity to review employee responses and provide additional context/clarification.
- ❑ Check spelling, grammar, and punctuation. Do not use all CAPS.

Detailed Work Plan & Processes, Cont.

Classification Review & Benchmarking

MGT reviews a variety of factors to determine job title and description accuracy and to benchmark positions to comparable jobs in the market, including but not limited to:

- ✓ Job Overview and Essential Duties (type of work performed)
- ✓ Knowledge, Skills, and Abilities Requirements
- ✓ Education and Experience Requirements
- ✓ Function within the Organization
- ✓ Level of Responsibility and Leadership

We will identify market data sources for reviewing all positions, which may include but are not limited to:

- ✓ Salary.com CompAnalyst database
- ✓ College and University Professional Assoc. for Human Resources (CUPA HR)
- ✓ Data gathered through market peer salary survey(s)



THANK YOU