INFORMATION TECHNOLOGY BROADBANDING PILOT PROJECT

HGEA QUESTIONS AND ANSWERS

June 24, 2016

Q1. **I am concerned about my future as an employee in the state. My supervisor is the chief of my division, so I do not have a technical supervisor who can attest to my skills/aptitude/experience. All I would be able to provide is a resume, some certifications, and perhaps some references. Please explain how this employee will be able to have attestation of his/her skills/aptitude/experience.**

A1. The current Performance Appraisal System (PAS) will continue unchanged. Accordingly, the PAS takes into consideration a number of job performance factors that may not require the supervisor to possess the technical expertise possessed by a subordinate and still allow the supervisor to evaluate the job performance of the subordinate, for example, the supervisor may assess the subordinate's timely completion of work assignments. Further, the possession of a certification, education, and/or license does not automatically entitle the employee to a professional growth in-band adjustment. In-band adjustments are at the discretion of the employer and are not employee initiated, however, the employee may inform their supervisor/manager that they have received a certification, education, and/or license that is related to their job duties and responsibilities and provide documentation.

Q2. **If an employee is the only personal IT technically knowledgeable in his/her workplace, will he/she be responsible for drafting his/her own position description?**

A2. Given that employees know their jobs, they should be involved in contributing to their position descriptions. An on-line position description generator has been developed to assist in this process.

Q3. **During the pilot, will there be a change in the job description and titles of the current employees? As you know we are all IT Specialist XX, but the new titles seem very specific, my guess reflecting the current private sector titles. Working in the ICSD division, we all have various skills and duties that don't necessarily pertain to a specific title, but instead our duties grab from various titles. If there is a change in titles/duties, will we have to work within that title range? And if so, according to the pilot be compensated for projects that aren't within our description? If there is no change in titles or description, then does the documentation just pertain to new hires?**

A3. During the pilot, current position description will continue until such time that updates/revisions may be required. Position titles will change from IT Specialist I, II, etc. to the appropriate Broadbanding classification, e.g., Information

Technology (Band A), Information Technology (Band B), etc. Broadbanding is intended to accommodate jobs with mixed duties with the focus being the level of work performed, that is, is the position and incumbent expected to work at the entry/independent worker level or journey worker level? Depending on the size, scope, complexity, temporary/permanent nature, etc., of a project assignment, an in-band adjustment for professional growth may be provided in recognition of this change.

Q4. **If we do get assigned a new title and description, when are we provided the documentation to reflect it?**

A4. In the transition implementation process for the IT Broadbanding Pilot Project, the employee will be provided with the Employee Position Action Report (EPAR) to reflect the new job title and job code.

Q5. **(Page 44) Position Descriptions: This section says that position descriptions must accurately reflect assigned duties and responsibilities, and for this pilot project, position descriptions will be converted from the old format to a new format requiring collaboration between the supervisor and employee. I agree that position descriptions should accurately reflect assigned duties and responsibilities, however, I am concerned that the amount of time to update everyone's position descriptions and the process of getting it approved will increase and take away time from doing our normal operational work, causing stress and potential backlog or failure of services.**

Managers will face the unfortunate choice of deciding which position description we update first, then second, third, etc. Will staff who gets updated later feel this is an unfair process? Also managers need guidance from DHRD or departmental DPOs on the type of information that should be included in the position description (for example, how much detail is needed as compared to more general statements on overall functions and responsibilities). I think that since everyone will be doing this, DHRD and the departmental DPOs will get inundated and we will all be waiting in line and may not get far in the 6-month pilot project time frame.

A5. To expedite and facilitate the updating of position descriptions, an on-line position description generator and revised position description format has been developed and will be available with the implementation of the Broadbanding Pilot Project. The new on-line system and position description format should save time and reduce development time. In an effort to minimize the impact of the implementation of the Pilot project, current position descriptions will be used and will be updated on an individual basis when changes occur. It is intended that all IT position description will be converted to the new format.

Q6. **Please explain the rationale behind why the Associates Degree, which usually takes two years to earn, is awarded two points on the salary matrix guideline and a Bachelor's Degree takes usually four years and yet is awarded only three points. Why is it not geared towards the years it takes to obtain the degree?**

A6. While the matrix recognizes the number of points awarded for the difference in the time required to attain an Associate versus Baccalaureate degree, there are two other criteria that will also be taken into consideration, experience and the quality of the experience in the context of job requirements.

Q7. **For each position, can Management use the entire Step Range to assign the pay? The wording just says "up to the salary matrix amount" so does this mean the Step M?**

A7. A request for exception beyond the salary recommended by application of the salary matrix form may be used to hire up to Step M.

Q8. **There are IT staff that do the work of multiple functional titles (i.e., systems programmer, systems analyst, database analyst and database manager). In this situation, which would be the most appropriate functional title?**

A8. The concept of Broadbanding is to accommodate the fact that positions have mixed functions and that the focus is on the level of position functioning, e.g., entry/independent workers versus journey worker versus supervisor versus program manager. A functional title (see Pilot Project page 127) that best reflects the position's major focus may be used.

Q9. **I see much abuse for the Quality of Experience. I reviewed the examples on page 148 which are nice and tidy but there is still ambiguity. Under Work Performed I do not see anything with number of years performing that task. So I could theoretically gain Highly Complex (9 points) by working on a project for 3 months which would be equal to a Master's Degree with 7 years of experience (9 points). I am making this extreme example to show how subjective the Work Performed could be.**

A9. Yes, extreme hypothetical examples as you've described may be thought-up and serve to point out the fact that judgment will need to be exercised in the implementation of the Pilot Project. Like any new pilot project, not all of the answers are known at the outset. Given that as the pilot project it is a work in progress HRD is committed to working with the HGEA in the implementation of the Pilot Project and through the implementation process, experience-based guidance based on real-life examples will be developed and shared.

Q10. For newly hired employees, they are up to date on the latest technology. For the employees who have worked for government for longer periods of time, they may not be up to date with the latest technology, which would require training. Who would pay for the training?

A10. It is envisioned that the employer will in collaboration with the employee to identify training needs to enhance the employee's effectiveness to perform assigned and new duties and responsibilities. If job related training needs are identified, the employer may seek funding. It should be noted that each department is being encouraged to develop a "Career and Professional Development Plan" (see page 55 of the Pilot Project) to support and sustain the employee's job-related career growth.

Q11. Would length of government service still take precedence over knowledge of current technology in terms of salary matrix?

A11: The salary matrix is based on education, quantity of experience and quality of experience.

Q12. What is the difference between Band B ITS V and Band C ITS V as shown in the proposal on page 150? It seems that an employee can be an ITS V without being a supervisor, but would be classified in a lower band.

A12: Band B, SR 24 is for a senior specialist/subject matter expert while Band C, SR 24 is for a supervisor supervising SR 22 subordinates.

Q13. How will the IT broadbanding increases be reflected in the annual state salary postings?

A13. As BU 13 collective bargaining adjustments are implemented, employees will continue to receive notifications of such adjustments.

Q14. Who or what are the DPO's and Appointing Authority? Are these positions a person, or a board of people? In all fairness, I would think that these positions must be a board of 3 to 5 individuals that must make DPO, and Appointing Authority decisions through a unanimous vote and not be dependent on a single individual.

A14. The DPO is the departmental personnel officer of the respective personnel office. The departmental appointing authority is the respective department's director, who is vested with the final authority for departmental operations and decision-making.

Q15. If an employee appeals a decision and the appeal is denied, will the employee be provided the reason for the denial of the appeal?

A15. It is envisioned that employees who appeal will be provided the rationale for the denial of the appeal (see page 95).

Q16. In case of RIF or temporary pay decrease, how will that affect the broadbanding pay increases (will the broadbanding be lost or retained)?

A16. In-band adjustments will continue to be paid to the individual should the Broadbanding Project be discontinued, provided that the employee remain in a position that is included in the Civil Service IT Broadbanding Pilot Project.

Q17. How are existing employees whose job duties are enterprise wide (ICSD employees) able to take advantage of broadbanding? All enterprise wide projects initiated by OIMT/ETS would fall under the normal duties, and would not be able to take on additional projects nor would they be able to decline taking on that additional project (as it is part of their job).

A17. The Broadbanding system allows for the possibility of two types of adjustments, rebanding (e.g., moving from Band C, supervisor to Band D, program manager) and in-band adjustment for professional growth. Current employees with major changes in the scope and complexity of assigned duties and responsibilities may be eligible for reallocation/rebanding while smaller incremental changes may be eligible for consideration for an in-band adjustment

Q18. Professional Growth Adjustments: Are certifications and training completion documents that have been completed in the past valid for professional growth adjustments? Or, do we have to take all of the courses again for it to qualify for professional growth adjustments? Being in the profession for more than 30 years, I have been subject to many training opportunities. Some of which pertain to my current job position. I would hope that these training courses still apply to the professional growth broad banding adjustments.

A18. The professional growth adjustment is intended to provide recognition for current growth in the job. If an individual has 30 year old certification, and the employer decides to sponsor the individual to upgrade the certification to current standards and practices with the intent to have the individual then apply the new current standards and practices to perform and change current operating practices associated with the individuals assigned duties and responsibilities, such may be the basis for an in-band adjustment. In band adjustment are intended to serve as incentives/recognition of professional growth with the implementation of the IT Broadbanding Pilot Project.

Q19. **Retention Adjustment: Is there a set time period for a retention adjustment process to counter offer an external offer? It looks like there are approximately 9 steps of evaluations that need to be done before a retention adjustment (counter offer) can be offered. I don't think that this can be done in time to retain an employee that has an external offer for a position. I think a retention offer needs to be in place within 4-5 days.**

A19. A retention adjustment is a tool that will allow the employer to make a counter-offer to an employee who has a bona-fide offer. Given limitation of funding, the counter-offer may not match or be close to the private sector offer. It will be incumbent on the program manager and appointing authority to act quickly should it be decided to make a counter-off as an employee may not be willing to forego a job offer that may offer much more in terms of salary.

Q20. **How does the matrix guidelines apply to all employees in relation to assignment of projects?**

A20. The matrix is a tool that is a methodology that provides information in the decision-making process. The matrix is only a part of the decision-making process as there may be other considerations, e.g., availability of funding, budget priorities, etc.

Q21. **In relation to the appeals process, if there is a set scale that the current employees get put in, do we have a right to disagree with my assessment of either the points that I accumulated in the various professional growth paths and/or the current salary schedule? (Assuming that current employees are provided points to warrant their salary)**

A21. The Pilot project (see Pages 94-95) provides for an appeal process whereby employees may seek clarification and information regarding the decision rationale.

Q22. **Section V Quality Assurance: What are these built-in criteria and safeguards that are mentioned? It seems very ambiguous. I think positions and names should be listed and procedures and policies laid out for this Quality Assurance.**

A22. "Built-in criteria and safeguards" are the procedures that will govern the implementation of the Pilot establish a framework for administration of the plan. Additionally, position, e.g., director, departmental personnel officers, employees, etc., roles and responsibilities are described to make clear who is responsible for what.

Q23. **Section V Promotions: I find it very unfair to have new staff be able to gain Step M with a broadband promotion while those already have Step M to get very little compensation. This means that only new employees have any incentive to do more.**

A23. While *Step M is the current maximum in the BU 13 salary schedule, those on Step M may through professional growth be awarded in-band adjustments. As a Pilot program, Broadbanding intentionally retained the current BU 13 salary schedule and number of steps in respect for and recognition of the step movement plan and other across-the-board salary adjustments that may be awarded through collective bargaining.*

Q24. **Section V In-band Adjustment for Retention: What are the guidelines for in-band adjustments in terms of professional growth? Is this subjective based on how much your Supervisor likes you?**

A24. See pages 54-55 and 73-74 which set forth the procedures and criteria.

Q25. **EXEMEPT Positions Loophole: We are seeing many positions created that are Exempt. One employee had not graduated with an IT degree, but was hired at a high level IT position basically based on being liked as an intern. There are no guidelines in stopping this abuse. PLUS if this same employee is in this position for 10 years, for instance, the employee will have "experience" on paper and can then slip into a regular high level IT civil service position. What is there to stop this?**

A25. By statutes, Chapter 76-16 specifically allow for the hiring of individuals exempt from the civil service. The Department of Human Resources Development is required to report to the Legislature the status of exempt employee and the numbers of employees that are converted from exempt to the civil service. See Report to the Twenty-Eighth State Legislature 2016 Regular Session on Number of Exempt Positions that may be found at <http://dhrd.hawaii.gov/reports/legislative-reports/>. Conversion from exempt to civil services are governed by DHRD Policy and Procedures No.1000.002 Appointment of Exempt Employees to Replacement Civil Service Positions that may be accessed at <http://dhrd.hawaii.gov/policies-procedures/>.

Q26. **I appreciate the fact that employees will retain collective bargaining negotiated pay adjustments, step movements and compensation application to all IT professionals, and that the broadbanding project is supplemental to that. I assume that this also applies to BU35 MCEC members, that there are no changes to the current way they receive pay adjustments, etc.-is this correct?**

A26. Yes, the IT Broadbanding Pilot Project will apply to BU 35 MCEC.

Q27. (Page 52) Hiring Rates: This section describes DHRD's Flexible Hiring Rate policy and the use of a salary matrix in the new IT Broadbanding Pilot Project. My question is: Will these two hiring methods be available during the pilot project, or does the salary matrix supersede the existing Flexible Hiring Rate policy?

A27. The salary matrix will take the place of the Flexible Hiring Rate Program in the IT Broadbanding Pilot Project.

Q28. When is the 'start date' of the professional growth period of time? If it is at the beginning of the 6-month pilot project, we will not be able to utilize this option right away. Since the latest RIF in 2009, many staff has increased responsibilities due to reduced staff and no corresponding reduction in scope or responsibility.

A28. Once the Boardbanding Pilot is implemented, such tools as in-band adjustment may be utilized. It should be noted that the intent of in-band adjustments for professional growth is prospective to provide incentive and recognition of growth in the job.

Q29. How far back can we go to determine an in-band adjustment for professional growth? Many of our staff have an overloaded workload and cannot afford to take on increased scope and complexity of work. If this option is not applied consistently across departments, then it will create an unfair advantage to employees who do not yet have a full workload, and overworked staff will be short changed.

A29. It should be noted that the intent of in-band adjustment for professional growth is prospective to provide incentive and recognition of growth in the job.

Q30. (Page 55) Career and Professional Development Plans: What is DHRD's Learning Management System and how will departments utilize this?

A30. DHRD's Learning Management System offers a variety of different training and skill development courses to ensure that State of Hawaii employees are kept up to date and to prepare them for the changing work environment. The system is available to all departments to facilitate the scheduling and archiving of training activities. Departmental Personnel Officers have been oriented and additional information, training and assistance is available upon request. Information about this System may be found at <https://hidhrd.adobeconnect.com/p2t2sou2t89/>.

Q31. (Page 62) E. Appointment Above the Minimum Entry Rate: Does this supplement or replace the existing Hiring/Recruitment above the Minimum? This section says that in exceptional cases, supervisors/managers may request to make an offer beyond the salary matrix amount when it has been determined that the salary matrix

amount does not adequately account for the individual's credentials that are above and beyond what has already been taken into consideration on the Salary Matrix Form. I think they should also consider comparable market rate job offers and factor that in as well. Otherwise, we will not be competitive with the market and will continue to have difficulty in recruiting the quality and caliber of people we need.

A31.   The Appointment Above the Minimum Entry Rate for Boardbanding will supersede other existing methodologies for determining pay for Information Technology appointments. A number of factors to include the market rate may be taken into consideration when a supervisor/manager requests an appointment rated beyond that proposed by the salary matrix.

Q32.   Internal Alignment In-band Adjustment: This section describes a process for programs to request an adjustment to the salary of an employee when it is determined that the employee's salary is significantly less than that of other similarly situational- employees. I would like the parameters for what they mean when they say significantly less. Is that the difference of 1 step, 2 steps or more?

A32.   For Internal Alignment In-band Adjustments the following factors, but not limited to, are to be taken into consideration: is the position seeking adjustment in the same band as comparator position(s), is the position performing duties and responsibilities of similar complexity, scope and difficulty as comparator position(s),and what is the level of training, experience, knowledge, skills, abilities, certifications, and competencies between the position seeking an adjustment and comparator position(s). Additionally, in reviewing internal alignment in-band adjustment other differences must be taken into consideration when determining if a difference in pay is significant, e.g., are differences in pay due to step movement, application of allowable procedures to make initial appointments at higher hiring rate than other newly hired employees due to shortage or other considerations, differences in pay due to reallocation/promotional or save pay provisions.

Q33.   In-band adjustments shall be subject to the availability of funds and shall be the responsibility of the respective program. I can see that this may be a limiting factor now for programs that do not have available funds; and down the road that this will be a limiting factor in requesting for in-band adjustments because programs will run out of money eventually and it is unknown whether programs can request funding to sustain this option.

A33.   In recognition that funding is always a consideration, page 57 makes provision that "In budget preparation guidelines/instructions, the Department of Budget and Finance will in the context of the State's financial plan include provisions for the inclusion of funding requests to support and incentivize departmental initiatives that recognize employees' performance-based acquisition and application of job-related professional growth and development skills and/or the

significant expansion of an employee's scope of authority, duties and/or responsibilities"

Q34. I agree with the overall concept of improving the concept of broadbanding to create a more flexible framework to classify jobs and increase options for employee compensation.

A34. It is our hope that broardbanding will provide a framework while recognizing the collective bargaining process and adjustments that it will also provide means to recognize the individual employees professional growth.

Q35. Professional Growth In-band Adjustment, a. Increased scope and complexity of work: This section describes a significant change in responsibilities or addition to the predominant duties of the position or a new significant function is added for a 4% in- band adjustment. It is questionable in my mind whether the increased scope and complexity required is commensurate with a 4% increase, so may not be worthwhile for both the employee and the manager to pursue. The employee may not feel like a 4% increase is worthwhile and the manager may not consider the time to justify this to be worthwhile in light of other responsibilities that need to be addressed.

A35. Many compensation experts through their studies have expressed the opinion that "money is not a motivator". The 4% professional growth in-band adjustment is more intended to serve a means of recognizing that an individual has been willing to accept the opportunity for professional growth.

Q36. (Pages 53-54) Transfers, Promotions, In-band Adjustments for: Retention, Due to Change in the Designated New Hire Rate, and Internal Alignment: I appreciate the flexibility described to offer a compensation adjustment for these types of situations.

A36. It is our hope that broadbanding and such tools as in-band adjustment will create a means to recognize individuals, while recognizing that the collective bargaining process will provide for adjustments applicable to all members of bargaining unit.

Q37. While I understand the intent, I fear that broadbanding will create more inequities and harsh feelings between management and staff.

   a. **I fear that the implementation will not be consistent across departments. There is a perceived difference between the expertises of staff between departments at the same levels and if everyone is not treated the same; staff who does not get increases may feel slighted.**

A37a. All who are embarking on the Broadbanding Pilot share your fear and concerns. The Pilot is committed to continuing to recognize collective bargaining that treats all members of the bargaining units the same, e.g., across-the-board and step movement adjustments that apply to all, and also to allow focus on the individual and with the intent to incentivize professional growth on an individual basis. While the IT Broadbanding Pilot Project includes compensation adjustments not offered in the current system, the broadbanding will continue to incorporate collective bargaining adjustments, such as across-the-board increases and step movements, that treat all members within the bargaining unit the same.

b. **Execution of increases is dependent on the availability of program funds, so we continue the practice of departments that 'have' and departments that 'have not'.**

A37b. In recognition that funding is always a consideration, see page 57 that makes provision that "In budget preparation guidelines/instructions, the Department of Budget and Finance will in the context of the State's financial plan include provisions for the inclusion of funding requests to support and incentivize departmental initiatives that recognize employees' performance-based acquisition and application of job-related professional growth and development skills and/or the significant expansion of an employee's scope of authority, duties and/or responsibilities"

c. **There seems to be a heavy burden on the manager to justify any action, while there is no flexibility in determining how much of an increase can be given this does not seem balanced.**

A37c. With experience in implementing broadbanding concerns and the development of more experienced-based guidelines and the development of more trust in the exercise of flexibility and judgments, it is hoped that more flexibility may be earned.

d. **There is really nothing here for staff that are at the end of the salary scale.**

A37d. Staff may through professional growth and development be eligible for in-band adjustments.

e. **As a manager, if I had to implement in-band adjustments for internal alignment or professional growth today, I would have a difficult time since there are questions and interpretations that need to be worked out. I also wonder about how I will be fair to my staff because I'm pretty sure most staff will think they deserve an increase. If staff do not accept my explanations, it will make it harder for me to manage them to perform their jobs overall. And if staff finds out through the grapevine that another person got an increase (either from me or another manager), this may create a situation of more tension and feelings of inequity.**

A37e. DHRD is committed to sharing by its webpage and FAQs more information and operating experiences as such is gained through the implementation of Broadbanding with employees and managers. It is hoped that with experience a more robust shared understandings and framework will be developed.

Once the broadbanding is implemented and those involved gain more experience in applying the various adjustments, these experiences can be shared through FAQs on the DHRD website. It is hoped that these shared experiences will create a more robust broadbanding system.

Q38. **As an employee with experience in private sector, Federal government and managerial experience, I can say with confidence that compensation alone does not motivate people for long. Sure, pay is a major factor, but what motivates people to do quality work and stay has more to do with how they are treated and the value they see in themselves and bring to the organization. In other words, self-motivated people or people with passion don't usually put compensation at the top of the list, so designing a system to promote growth will only get us so far and will not help motivate most of the current Civil Service Employees. In fact, it may backfire. It is also not fair to ask the current Civil Service Employees to change suddenly, meaning it appears to me that the Broadbanding system is designed to change behavior, which is something that cannot be changed overnight to reach the intended goal.**

Compensation may not be the highest priority to motivate quality individuals, but it will almost assuredly cause them to turn away from professional Civil Service positions. The salary adjustments should accurately reflect the knowledge, skills, experience and abilities of the individual. The Broadbanding System, in my opinion, still does not do that.

The Broadbanding System's framework divides IT horizontally. This organizational structure categorizes IT people broadly and generally. There needs to be both Vertical and Horizontal divisions in the Broadbanding System and whatever the new system will be. And organizations need to understand that an ITS IV that was hired to be a Systems Administrator is not qualified to do Application Development.

Through my experience going through the hiring process and working in the State, the job description does not match the actual job. The IT specialist then becomes over worked because the organization has asked the individual to perform in an area not fully qualified to perform in. This can have adverse effects on the evaluation system to determine proper compensation, which in the Broadbanding System relies heavily on the organization. If the organization is going to be the sole input for a Civil Service Employee, then I think there should be someone that is neutral and understands the role of IT in an organization to validate the evaluation.

I would like to compare the Broadbanding System and the current Civil Service compensation logic side-by-side, so that I could clearly see how they differ and how they are the same. I could provide more input here if I had that. However, the current step system in Civil Service being used could be modified to compensate highly- qualified individuals by starting them at a higher step in the class. Promotions to the next higher step could be sooner than later for individuals that performs at higher levels.

Overall, the Broadbanding System may work with a few tweaks for newly hired employees, but I think it could have adverse effects for currently hired employees. It may even be seen as a way to weed out the current undesirable employees. The method of evaluation for promotion is too heavily weighed on the organization. That allows perception to seep in when facts and solid metrics are needed. That's because IT is not fully understood by the leadership in these organizations.

The current system could be slightly modified to accomplish some of or even most of what the Broadbanding System is trying to accomplish. As I mentioned above, early step promotions. I also believe that the hiring process can help.

Focusing on salary as a motivating factor will only go so far. If the State wants to see real change in the quality of individuals they hire and retain, there needs to be change in the culture. That takes time. There is no quick fix for it, which is something I think the Broadbanding System is trying to do by circumventing other (more important) factors and focusing on salary.

Information Technology are tools to manage and govern information. Information is an asset just as money is an asset to an organization. The IT Department manages the information similar to the Finance department manages finances. There are vertical divisions within Finance: AR/AP Budgeting, Payroll, etc....The same could be said of IT, when it is understood properly.

A38. **Consistent with the opinion of many compensation experts based on their studies, their collective opinion is that "money is not a motivator."** The 4% professional growth in-band adjustment is more intended to serve as a means of recognizing that an individual has been willing to accept the opportunity for professional growth.

Broadbanding is a pilot from which we will learn and broadbanding will evolve. It will not resolve all of current system ills and shortcomings. It is not intended to suggest that a Systems Administrator is qualified to do Application Development. Broadbanding is intended to support a Systems Administrator through training and other means to become engaged in and proficient at Application Development.

The evaluation of broadbanding will be on-going and multi-faceted. Regular meetings between HRD and HGEA will be conducted to identify, discuss and develop plans relating to implementation and operational issues. Feedback will be sought from participating IT specialists. The assistance and insights of other human resources managers and administrators familiar with broadbanding will be sought to facilitate the evolution of broadbanding and ensure that it is fulfilling its original intent.

The Broadbanding System allows for the starting of highly- qualified individuals at a higher step in a systematic and procedure driven process. It also facilitates movement from one level to another, e.g., entry/independent worker to journeyworker, while recognizing that an individual may at their existing level continue incremental growth for which in-band professional growth adjustments may be made.

Broadbanding System is designed so that individuals who are satisfactorily performing their assigned duties and responsibilities will continue to enjoy all of the collective bargaining adjustments and individuals who seek professional growth opportunities may be recognized with reallocation/rebanding and in-band professional growth adjustments. It is hoped that by incentivizing and providing recognition for professional growth, albeit small, that such may support the change process while fully recognizing that current systems and operations must be maintained.

Broadbanding may have the impact of contributing to the process of changing in the culture, while recognizing that such change will take time. With the support and cooperation of employees, their union, supervisors, managers and executives, it is hoped that government will become even more efficient, effective and better serve the needs of the community and the people that make up government.

Q39. **This broadbanding project will benefit the new hires. For those of us that have been doing the work for a number of years and started at the bottom a new hire can come into the same position and start at a much higher pay level than we did even though we have years of experience.**

A39. The Pilot is committed to continuing to recognize collective bargaining that treats all members of the bargaining units the same, e.g., across-the-board and step movement compensation adjustments that apply to all, and also to allow focus on the individual and with the intent to incentivize professional growth on an individual basis.

Q40. **The incentive is too low 2%-4% is not enough if the project is a large one that will take a year or so to complete. When doing the math based upon what our basic hourly pay less taxes etc. We would have to look at the increase and determine if we would like to take on the additional work keeping in mind that your current work load will not go away.**

A40. Consistent with the opinion of some compensation experts based on their studies, their collective opinion is that "money is not a motivator." The 4% professional growth in-band adjustment is intended to serve as a means of recognizing that an individual has been willing to accept the opportunity for professional growth.

Q41. ICSD does a whole lot more than the other IT groups they responsible for their departments we at ICSD are responsible for all departments. We just happen to fall under the IT umbrella. This should be taken into consideration when placing us into bands or via SR level change.

A41. Band assignments are based on the concept of the position: Band A = Entry/Independent Worker; Band B – Journey Worker; Band C = Supervisor Band; and Band D = Excluded Manager/Foremost Technical Expert Band

Q42. It will show favoritism by supervisors/managers the same thing is happening at UH.

A42. HRD will be working closely and collaboratively with HGEA to ensure that the policies, procedures and guidelines are appropriately administered. Both the union and employees will be encouraged to provide feedback to identify situations of non-compliance.

Q43. If there are pending reallocations, can those be a priority to process before the pilot project? It would greatly simplify the conversion process regardless if the pilot continues or not.

A43. Departments have been and are being encourage to complete any pending reallocation prior to the implementation of Broadbanding.

Q44. What is the process to request for reallocations between SR ratings? The question I asked used an example of an SR-22 at the M step moving to an SR-24. I'm hearing there is a potential that a person at a lower step could essentially move to the M step of the higher SR. Is this true? Seeking answer that would be applicable between any SR step and also from SR-28 to EM-05 or higher.

A44. In the conversion process, employees will retain their existing salary range and step assignments, their position titles will change from Information Technology Specialist I (II, III, IV, and IV) to Information Technology Specialist Band A (Band B, Band C or Band D). Movement between SR's e.g., SR 22 to SR 24 will be based on major changes in the position concept, e.g., nature and increased scope and complexity of assigned duties and responsibilities see page 68.

Q45. **We read the voluntary demotion process, however it was not clear what step the new incumbent will land on. What happens after the pilot? Can a voluntary demotion still warrant return rights to the higher SR?**

A45. Voluntary demotions will follow the provisions of the BU 13 contract agreement or applicable authority for compensation adjustment for a voluntary demotion.

Q46. **What are the incentives for a supervisor that receives less pay than their highly technical employee?**

A46. Currently, there are instances whereby a supervisor receives less compensation and a subordinate. Supervisors like subordinates become eligible for in-band adjustments based on professional growth.

Q47. **How would I attract IT supervisors if they feel that with IT certification(s) they will receive more pay staying at the journey level? I understand there are project management certifications, but at our Division level supervisors also 'roll up their sleeves' and perform as a backup to their technical staff during their absence. Would I now have to ensure that the certificates earned by technical staff are met by the supervisors as well?**

A47. Some individuals may seek professional and career development opportunities as supervisors while other may continue to perform at the journeyworker level. Both individuals are very valuable and may, through professional growth, become eligible for in-band adjustments. It may benefit some supervisors to pursue certification in job related technical areas and thereby possibly becoming eligible for in-band adjustments. Other supervisors may be more focused on managing subordinate technical experts and may not need to be as technically proficient as those being supervised.

Q48. **If during the pilot, I hire an ITS, do I still have to quantify the SR or with the point system, the person will be placed in the band at the calculated step? When/if the pilot ends, how will the employee be placed back into the traditional SR?**

A48. The supervisor has the option of hiring at the SR minimum or hiring up to the step determined by the salary matrix. Because the Broadbanding Pilot Project will be using the same salary range and step designations, should the Project be discontinued, the salary range and step designations will continue.

Q49. **If during the pilot, a supervisor applies into the non-supervisor band, e.g., SR-26 to SR-24, because the person sees more opportunity to get more pay with his/her technical qualifications and no longer needs to supervise, would there be any incentives for this person to stay in the supervisory band and still get rewarded with technical certifications?**

A49. The individual will have to decide if he/she wants to continue to serve as a supervisor or become a non-supervisor. Some employees may elect to continue as a supervisor for career development purposes. Supervisors, like their subordinates, are also eligible for professional growth in-band adjustments.

Q50. What happens with highly technical employees exceed the salary of the supervisors? Are we prepared to deal with employees becoming more unmanageable?

A50. Currently, there are already instances where a supervisor receives less compensation than a subordinate. Supervisors have the opportunity to earn additional compensation, like their subordinates, since they are also eligible for professional growth in-band adjustments. The reality is that there are a significant number of employees in State service that get paid more than their Chief Executives, e.g., large school principals paid more than the Superintendent, University faculty members being paid more than the University President, and some professional staff members paid more than their Departmental Directors.

Q51. Is it within reason that a supervisor obtain their certifications so that their salary exceeds their staff's salary because they need to be able to manage and provide decisions based on their technical knowledge as well? This will escalate the salaries for all IT.

A51. Some individuals may seek professional and career development opportunities as supervisors while others may continue to perform at the journeyworker level. Both individuals are very valuable and may become eligible for in-grade adjustments for professional growth. It may benefit some supervisors to pursue certification in job related technical areas, thereby becoming eligible for in-grade adjustments, while other supervisors may be more focused on managing subordinate technical experts and may not need to be as technically proficient as those being supervised.

Q52. What are the incentives and benefits to employees at the M step?

A52. Employees on Step M may be eligible for in-band adjustments for professional growth. This pilot project allows employees to receive up to 8% above the salary range maximum for in-band adjustments.

Q53. We typically install commercial off the shelf software packages where the vendor does not offer certifications to run their product. How would employees that support these applications benefit from supporting such packages?

A53. Off the shelf software packages, may not require special certification or training and supporting such off-the-shelf programs, e.g., Word, Excel may be part of the expected position duties and responsibilities. However, employees may also be eligible for an in-band adjustment when they are assigned additional duties and responsibilities which are characteristic of the same pay range but which reflect an expanded scope and increase in complexity of work.

Q54. Is there a phase to this pilot whereby the SRs will be blended? It appears that the lower steps in the band will benefit when the SRs are blended.

A54. Combining the SRs is a possibility given the fact that the Bargaining Unit 13 salary schedule is integrated and reflects similar rates on different salary ranges, however no commitment or decisions have been made at this time.

Q55. Why can't the current SRs be considered a band (9 bands) and the incentives be applied accordingly? Again, it appears that the lower SRs in the bands will benefit the most with the higher SR's M step.

A55. In this pilot, in-band adjustments are allowed up to 8% above the maximum of the SR. Combining the SRs into a band does not provide the lower SR with the same in-band maximum as the higher pay band.

Q56. Requests for an Administrative Review of Position Classification Action – We now feel like broadbanding is being pushed upon us and we have very little or no choice. With the review process as it is currently written we won't have the union backing as well. We can file an appeal it will be an Administrative review but there is no recourse to the grievance process or to the internal complaint/Merit Appeals Board process why?

A56. Employees may request an administrative review of a classification action of a position in relation to the band assignment, career group designation, and/or effective date of the action taken by the appropriate approving authority.

Note: FAQs in this document will be integrated into their respective categories in the future.