Your Pathway to Career Growth: An Overview of the Career Path & Classification Project

Prepared for Celebration of Excellence

October 28 and 29, 2015
Agenda

• Project Overview
• Current State
• Overview of New Framework
• Benefits & Impact
• Path Forward
Project Overview

What it will do:
- Assign every job an updated classification within a career path framework
- Provide transparency
- Improve consistency
- Provide career path tools and information

What it won’t do:
- Change pay
- Change job duties (no promotions or demotions)
- Eliminate jobs
- De-value any job’s importance to the university
- Change promotion process
Project Overview

In 2012, University Leadership charged Human Resources with leading an effort to modernize and update our job classification and pay structure for staff (including non-faculty research staff).
Project Purpose

• Replace the current job classification structure with a new and more transparent framework

• Outcomes of an improved structure include:
  – Career path transparency for employees
  – Consistency
  – Increased competitiveness with peer institutions
Sponsors, Advisors & Committee

PROJECT ADVISORY COMMITTEE

Representatives from each of the following areas have met periodically with the Project Team for information gathering, feedback, consultation and recommendations about the transition from the old classification system to the new career path and classification architecture.

- Office of the Executive Vice President & Treasurer
- School of Engineering & Applied Science
- School of Nursing
- Division of Operations
- Milken Institute School of Public Health
- Division of Development and Alumni Relations
- Law School
- Office of the Provost
- The Office of Safety & Security
- School of Medicine & Health Sciences
- Institutional Research & Planning
- Office of the President
- Office of the Vice President for Research
- Center for Student Engagement
- College of Professional Studies
- Elliott School of International Affairs
- Division of External Relations
- Columbian College of Arts & Sciences
- Division of Information Technology
- Office of General Counsel
Importance of Job Classification

• Purpose of a Job Classification
  – Categorizes a job within an overall structure based on the type and level of work.

• Why is this important?
  – Accurate classifications help employees understand their position, and how it relates to other positions in the organization.

  – To effectively analyze jobs for recruitment, promotion and market pay analysis.
Current State

• GW’s Staff Classification System
  – 1,100+ staff classifications exist today, some redundant
  – Inconsistency across the institution
    • Very difficult to make meaningful comparisons across schools or divisions
    • A Grade 18 position in one school may be a Grade 17 in another school
  – Institution has outgrown Pay structure (Grades 1-24)

• Many universities have undergone a classification system overhaul
• GW is long overdue in overhauling the classification system
What is happening?

- Convert all staff from current classification structure to the new, more meaningful classification structure, based on job responsibilities and duties.
- In short, the type of work and the level of work will identify a new job classification *(Not reporting unit)*.
Introduction to the New Framework

Elements of a Job Architecture

Every identified staff job has a unique combination of attributes.

**Job Family** is a generally recognized major professional area

**Sub-Family** is a specialty/concentration within sub-family

*(GW has 21 job families and ~150 sub-families)*

**Four Career Streams at GW:**

- **Executive (E)** → enterprise-wide scope
- **Management (M)** → manages a dept. and at least 2 FTE
- **Individual Contributor:** → functional professionals
- **Service & Support** → provides staff support to the above

**Distinct & Defined Levels for each stream**

- Executive - 4 levels
- Management - 4 levels
- Individual Contributor - 5 levels
- Service & Support - 3 levels
FRAMEWORK – The “Y”

CAREER PATH + CLASSIFICATION PROJECT

Individual Contributor

Service & Support

Level III

Level II

Level I

Executive

Management

Level IV

Level I

Level IV

Level I

Level I

Level V
“The Total Staff Job Population”
“Analysis of Jobs”

<table>
<thead>
<tr>
<th>Job Family</th>
<th>Sub-Family</th>
<th>Career Stream</th>
<th>Level</th>
</tr>
</thead>
</table>
FRAMEWORK – The “Y”
FRAMEWORK – The “Y”

Communications, Marketing & Media

Events

7 different job classifications in structure
FRAMEWORK – The “Y”

For illustration purposes only

CAREER PATH + CLASSIFICATION PROJECT

Student Affairs
Career Services
6 different job classifications in structure
FRAMEWORK – The “Y”

- Executive
  - Level IV
  - Level III
  - Level II
  - Level I

- Management
  - Level IV
  - Level III
  - Level II
  - Level I

- Individual Contributor
  - Level V
  - Level IV
  - Level III
  - Level II
  - Level I

- Service & Support
  - Level III
  - Level II
  - Level I

Academic Affairs
- Program Administration
- 8 different job classifications in structure
FRAMEWORK – The “Y”

Individual Contributor
Level I
Level III

Service & Support
Level III
Level I

Management
Level I
Level IV
Level V

Executive
Level I
Level IV

Administrative Support
Administrative Assistance

7 different job classifications in structure
FRAMEWORK – The “Y”

Development and Alumni Relations

Major Gifts

8 different job classifications in structure
CAREER PATH + CLASSIFICATION PROJECT

FRAMEWORK – The “Y”

- Executive
- Management
- Information Technology
- Tech Support/Service Delivery

8 different job classifications in structure
Additional Outcomes

- Competencies
- Trainings
- Performance Management
Summary of Benefits

- In summary, our new Classification System’s improvements include:
  - Career path for employees
  - Consistency
  - Increased competitiveness (modern and in-line with other university classification systems)
Questions?

Merica Dito – Interim Director, Compensation

mdito@gwu.edu

Visit:
http://careerpath.gwu.edu/