



## **HECCP *Frequently Asked Questions***

*We hope that these questions and answers are helpful in keeping you informed about HECCP. Should you have additional questions, please contact your Human Resources department or submit it online at <http://www.maine.edu/system/hr/heccp.php>. We will continue to add to this list as we move through the 5 phases.*

### **What does HECCP stand for?**

**Hourly Employee Classification and Compensation Program**

### **What positions are included in this study?**

HECCP is a state-wide initiative to provide a system for all UMS universities and the System Office. All full- and part-time hourly-paid positions throughout the UMS are included in this study.

### **What is the purpose of this study?**

The purpose of this study is to ensure that the essential duties employees are performing are appropriately described; employees are assigned to the right job group; the job is in the right place in the hierarchy; and the competitive market rates for hourly UMS jobs are identified.

### **How long will the study take?**

The study is expected to be completed in 2010.

### **Why is the University doing this study?**

The current system was developed over 25 years ago. It is tired and in need of updating to reflect changes in the type and level of work.

### **What do we hope to accomplish?**

Though no system is perfect our hope is to create a classification and compensation system that is fair, sensible, and aligned with the University's mission and compensation philosophy. A system that is rooted in sound theory, builds on best practice and has been proven in similar settings. One that is compatible with the history and culture of UMS, is fiscally responsible and legally defensible.

### **How will we accomplish HECCP?**

The classification and compensation study will be completed in 5 phases:

- *Phase 1: Project Initiation and Administration.* Review current system; survey hourly employees; develop project goal, plan and timeline.

- *Phase 2: Classification Study.* Perform job analysis (using the *Position Description Questionnaire (PDQ)*) and create up-to-date position descriptions.
- *Phase 3: Job Evaluation.* Apply job evaluation methodology to all positions to ensure internal equity based on level of responsibility and decision making requirements of job.
- *Phase 4: Market Pay Study.* Survey relevant public and private organizations to assess external competitiveness with respect to our total compensation.
- *Phase 5: Final Report.* Develop policy and procedures.

The study is scheduled to be completed by March 2010.

### **What is a classification structure?**

Classification is the process of studying, analyzing and describing the nature and level of work performed by employees. Our outside consultant (*Fox Lawson & Associates*) will review the PDQs, conduct either occupational panels or interviews, ask any additional questions needed, and apply their years of experience and expertise to gain a thorough understanding of each job as it relates to the organization as a whole. The result of this comprehensive analysis is a classification structure document that references both existing and new job classifications to be defined in the study.

### **Is it possible that I may get a raise?**

This depends on both the results of the study and the Board of Trustees. If the survey results show that employees within a particular classification are being paid less than target market rates, we will recommend an appropriate salary adjustment. However, increases depend on the availability of funds for that purpose and on the Board's acceptance of any such recommendations. We cannot guarantee that anyone's salary will be increased.

### **Is this study designed to cut costs?**

No, HECCP...

- is NOT a way to cut salaries.
- is NOT a guarantee of a salary increase.
- is NOT a way to cut jobs.
- is NOT a staffing study.
- is NOT an organizational structure study.
- is NOT a strategy designed to cut costs.
- is NOT designed to supplant labor negotiations.

### **Do we have a consultant helping us with this study?**

Yes. The University has engaged *Fox Lawson & Associates* to provide consulting services for the study. Fox Lawson serves clients nationally on a variety of classification, compensation, and human resource issues and has worked with numerous colleges and universities. Dr. James Fox, senior partner with Fox Lawson, is our project consultant for this study. He has been working with our design team since early July.

**Are there any hourly-paid employees participating on the design team?**

Yes. The design team includes representatives from both labor and management from across the UMS. Members of our HECCP design team include:

<u>Working Group</u>	<u>Joint Labor-Management Team</u>	<u>Steering Committee</u>	<u>Project Support Team</u>
Tom Hopkins	Jim Bradley	Tracy Bigney	Natalie Worden
David Lane	Gail Wartell	Steven	April Strowbridge
Tamara Mitchell	Dina Goodwin-Short	Weinberger	Ann Flood
Dan Rabata	John Bracciodieta	Laurie Gardner	Kitty Armstrong
Michelle Wood	Matthew Troxel	Tom Potter	Rachel Rosa
Larry Pile	Richard Pramis	Joan Getchell	Dwayne Morrison
Frank Gerry	Chris Gardner	Carolyn Cheney	
Anna O’Connell	Murillo Stevens	Judy Ryan	
Scott Harrison	Carl Guignard	Sheri Stevens	
	Michelle Beaulieu	Sally Dobres	
	Barbara Lambert	Tracy Elliott	
	Marcia Mower		
	Stew Harvey		

In addition to those on the design team, the following employees participated in our HECCP focus groups. The results of these sessions were helpful in building the *Position Description Questionnaire (PDQ)* and planning the *Employee Information Sessions (EIS)*.

Elinor Hague	Kimberly Trider-Grant	Chris Gardner
Jenni Hebert	Rebecca Houle	Allan Smallwood
Sarah Mosley	Alison Dwyer	Constance Laughlin
Paul Baresel	Arthur Drolet	Amy Goodie
Kevin Monteith	Peggy Loveless	Angela Hildreth
Bill Griffiths	Paul Philbrick	Lois Farris
Gretchen Brissette	Tom Fields	Nancy Smith
Murillo Stevens	Lisa Feldman	Mary Fernandez
Joshua Belanger	Christopher LeClair	Cheryl Spencer
Kristin Hickey	Brad Jenkins	

**Will other employees be able to provide input?**

Yes. We started soliciting employee input before the project began when we conducted our HECCP opinion survey. We received a strong response to this survey (600+ responses) and a lot of helpful feedback (2,000+ comments). This feedback has been summarized for use by the design team.

In addition, employees will provide input at several stages throughout the study. First, all full- and part-time, hourly-paid employees will complete a Position Description Questionnaire, or PDQ, which gives us the data we need to compare positions within our organization, and to compare our organization with others. Second, selected employees

will have the opportunity to participate in an in-depth interview or an occupational panel. Third, we have added a button to the HECCP website to make it easy for employees to submit questions and/or ideas (<http://www.maine.edu/system/hr/heccp.php>).

### **What is a PDQ?**

PDQ stands for Position Description Questionnaire. All hourly-paid employees will complete one for their job. The results of the PDQ will supply us with the critical information for building position descriptions, evaluating jobs, and assessing the external competitiveness of our total compensation program. .

### **What if a position is currently vacant, how is the PDQ completed?**

The supervisor is responsible for completing the PDQ.

### **What is an occupational panel?**

An occupational panel is a group of employees from the same job family such as skilled trades, administrative support, information technology, public safety, etc. These panels help the Consultant create and define the new classification structure for that job family.

### **How will you select individuals for interview or panels?**

Every employee included in the study will have the opportunity to complete a PDQ, but only a representative sample will participate in interviews or panels. For interviews, we may select one or more representatives from within each of the job classifications under study, and who have occupied their current job for more than one year. We may also interview employees whose questionnaire responses need further clarification. For occupational panels, we generally select representatives who have been in the job more than one year and have good knowledge of the duties and level of responsibility required.

### **Will my supervisor see my questionnaire? What if they disagree with my responses?**

The Position Description Questionnaire (PDQ) will be reviewed by your immediate supervisor and a designated upper-level manager who does not directly supervise your work. They will be asked to comment on anything with which they disagree, but they cannot change any of your answers. You then have a chance to review and respond to these comments. The purpose of this process is NOT to determine who is “right” or “wrong,” but to clarify any discrepancies in order to better define your job responsibilities and requirements, including opportunities for promotion. The questionnaire review process also helps to ensure the information we are receiving is complete. Your supervisor may not be aware of everything you do on the job, and in some cases, a supervisor will point out skills and responsibilities that an employee may have missed.

### **Will the questionnaire take the place of my performance review?**

No. The PDQ is not the same as a performance review. The PDQ asks for details about what you do in your job but does not address how well you do it.

**What if I don't want to participate in the study? Will that affect my job?**

If you decide not to participate in the study and do not fill out a questionnaire, you will be included in the classification assigned to other employees with job responsibilities similar to yours. However, if you are the only person in the classification and you decline to participate, your job will not be included in the study, and your position will be left out of any recommendations for pay.

**What other organizations will be compared with ours for the salary survey?**

Fox Lawson & Associates will help us conduct the market study. Typically we choose organizations which meet one or both of the following criteria: they are similar to ours in size and services provided and their employees have jobs similar to ours in procedures and skills. We also may include private and public organizations from which we recruit new employees, or to which we may have lost employees.

**Will we get to see a copy of the recommendations? When?**

Typically a summary report is made available to employees once the Board of Trustees has reviewed and approved it. While the report does not disclose individuals' salaries, it will include overall recommendations for newly proposed classification structures and salary schedules.