Amherst College
Human Resources Department

Supervisory Forum
December 5, 2013
Agenda

11:30 AM  Welcome and Introductions
11:35 AM  Reflections from our last Forum
11:40 AM  Refresher on our Grading System
11:50 PM  Group Discussion: Compensation Review
12:15 PM  Group Discussion: Leadership Development
12:35 PM  Group Discussion: Staff Diversity
12:50 PM  Reminders/Future Meetings/Questions
1:00 PM   Adjourn
Reflections from Our Last Forum
Issues Identified

Mistrust over the years
Lack of transparency
Lack of consistency
Refresher on our Grading System
Classification Committee

• In existence since the 90’s
• Membership includes a cross-section of employees:
  – Staff, non-supervisors
  – Staff, supervisors
  – Trustee-appointees
• Generally serve for 2 years cycling off on a staggered basis to allow for continuity of expertise
Classification Committee

• When a member leaves the group another member is recruited from the same area. Department heads are contacted for recommendations for recruits. Areas represented include:
  – Library
  – Facilities
  – Advancement
  – Dining Services
  – Academic Departments
  – Administration
    • Comptroller
    • Admission
    • Public Affairs
Classification Committee

• Cross-section of employees, levels and the departments they represent allow for broad experiences and the ability to respond to JDQ inquiries

• Current members include:
  – Mark Uchneat
  – Judy Lively
  – Suzanne Newby-Estes
  – Brian Pare
  – Renae Terry
  – Theresa Laizer
  – Jim Healy
JDQ Process

• Determine the need for a JDQ
  – New position - JDQ does not exist
  – Significant change to a current position - current JDQ needs to be updated

• Supervisor/Department Head completes the JDQ (some solicit input from incumbent, others don’t)

• Submit completed JDQ to Pat Long in HR

• JDQ is reviewed for completeness. Pat will discuss with supervisor/department head if there are any questions
JDQ Process

• A Classification Committee meeting is called
• Committee members review the JDQ and offer input regarding appropriateness of category selections
• If the JDQ is straightforward, HR will grade the position
• If the Committee has questions, HR will seek clarification and return to the Committee with information
Grading a Position

• A point-factor system is used (an HR standard tool)
• Categories and points associated with each category are (generally) universal
  – Experience
  – Education
  – Physical Demands
  – Decision Making
  – Supervision
  – Personal Interaction
  – Information Technology
  – Problem Solving
Grading a Position

- The total points are compared to others in same or similar positions to determine placement in a range
- Internal equity is considered when determining grades
- If point totals are inappropriate due to market demands, special position requirements, etc., we rely on market data
Compensation Decisions

- Various surveys are utilized to compare same or similar positions to determine market value
- A review of our internal equity is performed to assure consistency among positions across campus
- Consultation with our peers, as necessary
- Recommendations for salary changes are discussed with the supervisor
- Appeal process
Group Discussions
Guidelines for Group Discussions

- Go round
- Balance participation
- Record your ideas
- Report your top 2-3 ideas
- Ideas and Improvement
Group Discussion #1
Compensation Review
Compensation Review

The proposal, still under review, includes:

• Project planning and development of the compensation philosophy
• Feedback from the staff
• Job evaluation
• Competitive assessment
• Salary structure
• Cost analysis
• Communication and maintenance plan
Question for Discussion

What is the best way to engage our supervisors and assure their participation during the compensation review?

Table Discussion: 15 minutes
Group Discussion: 10 minutes
Group Discussion #2
Leadership Development
Leadership Development

Our Leadership Development Program is composed of seven modules:

• Situational Leadership & Performance Reviews
• Understanding Behavioral Styles
• Teams and Stages of Group Development
• Conflict Styles and Managing Difficult Situations
• Planning and Leading Great Meetings
• Bystander Training and Harassment Awareness
• Legal Liabilities
Question for Discussion

Which training topics would you like to include in our training offering to continue strengthening our leadership skills?

Table Discussion: 15 minutes
Group Discussion: 5 minutes
Group Discussion #3
Staff Diversity
Diversity and Community Committee

Years ago, the College made a decision to build a diverse community, and we have since become a leader in achieving representational diversity on our campus, especially among students. We are rightly proud of what we have accomplished, believing diversity to be a powerful part of the learning environment we create. With these achievements come wonderful opportunities as well as challenges.

Charge to the Committee

• What definition of, and overall approach to, diversity does Amherst College want to embrace? How is diversity important to our mission?
• How do we support all our students, faculty and staff to ensure that they thrive at Amherst College?
• How do we make the campus safe, respectful, challenging, and inclusive for diversity in all its forms?
• How do we create a culture that facilitates community members in negotiating between specific group affinities and their membership in a larger community? How do we change the culture of segmentation on the Amherst campus?
• How can we make the best creative use of our community’s diversity in thinking about research, curricular and extracurricular offerings?
Question for Discussion

What is the true value of diversity for your department?

Table Discussion: 10 minutes
Group Discussion: 5 minutes
Reminders

Workers Compensation Injury Report

Employees must complete the Employee section in their own words.

Employees must complete the “witnesses” section. If there are no witnesses, the employee should write “none”.

Use of Leaves

Avoid asking personal questions

Winter Celebration 2013

Friday, December 20th, Valentine Hall, 11 AM
Future Meetings

Let us know what you want to know!

Share your ideas and topics for future meetings.
Questions?
Thank you for your participation!