



CLASSIFICATION REVIEW COMMITTEE HANDBOOK

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Introduction and Background

The City of Chattanooga (City) is looking to update its classification and compensation programs. In doing this, the City is conducting a comprehensive classification and compensation study. The goals of this study include:

- Employee orientation sessions
- Review of current classification structure and recommendations for revisions
- Allocation of positions to new/revised classification structure
- Revised job descriptions
- Develop and implement job evaluation methodology to ensure internal equity
- Market study to include new pay plans
- Recommendations for a pay for performance system
- Recommendations for program maintenance
- Presentation to Mayor and City Council of final recommendations

You have been selected to participate as a subject matter expert and representative of the City in a Classification Review Committee (CRC). CRCs have been established for each of the various classification groupings that are described in the next few pages. Each CRC will be addressing the goals that have been highlighted above.



Classification Definitions¹

Classification System:

The purpose of a classification system is to classify employees into groups based on the type and level of work performed. The classification of jobs consists of grouping together selected positions having substantially similar duties and responsibilities that require like knowledge and skills for successful performance. For the City, this means creating a classification structure that 1) reflects work currently performed by the City's workforce, 2) provides clear and distinguishable differences between classifications, and 3) is sufficiently flexible to support the City today and in the future.

Occupation:

A generalized job or job family common to multiple industries/organizations.

Job Family:

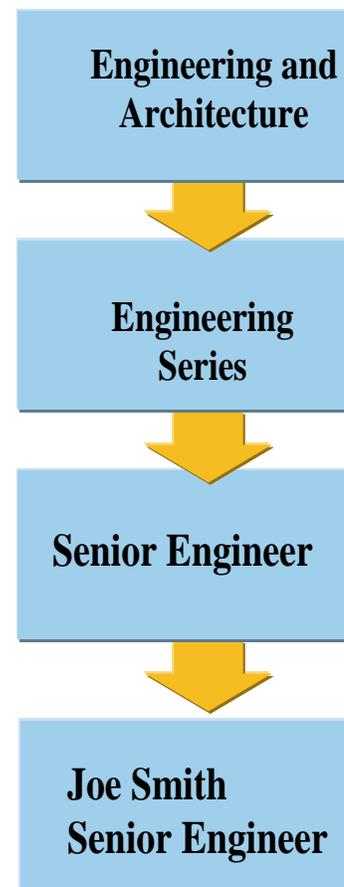
A group of jobs having the same nature of work (e.g., engineering) but requiring different levels of skill, effort, and responsibility or working conditions (e.g., entry level vs. senior engineer).

Job:

The total collection of tasks, duties, and responsibilities assigned to one or more individuals whose work is of the same nature and is performed at the same level.

Position:

The total work assignment of an individual employee, comprised of a specific set of duties/responsibilities. The total number of positions in an organization equals the number of employees plus vacancies.



¹ Definitions taken from World at Work's Job Analysis, Documentation, and Evaluation class.

Classification Review Committees

The Segal Company has placed the City's jobs in the following classification groupings for the purposes of this study:

- Administrative Support
- Air Pollution Control
- Animal Services
- Courts
- Customer Service
- Education, Arts & Culture
- Electronics/Communication
- Engineering
- Facilities Maintenance
- Finance/Accounting
- Fire
- Fleet Services
- General Maintenance
- Golf Course
- Grants
- Grounds/Forestry
- Information Technology
- Landfill
- Legal
- Library
- Management Analysts
- Marketing & Public Relations
- MBWTP
- Middle Management
- Neighborhood Services
- Permitting/Inspecting Services
- Personnel
- Planning
- Police - Civilian
- Police – Sworn
- Property Management
- Public Safety Dispatch
- Public Works – Maintenance
- Public Works - Pretreatment
- Purchasing/Materials Management
- Recreation
- Risk/Safety
- Sanitation
- Security/Rangers
- Skilled Trades
- Survey
- Traffic Signs/Signals
- Water Quality
- Zoo

For each of these groups, a Classification Review Committee (CRC) has been created to provide recommendations as to clear and meaningful classification series and class distinctions. Each team member is selected to reflect the full scope and range of work covered by his or her CRC. Your role as subject matter experts will be to contribute to the discussion actively and objectively.

Steps in the Classification Review Process

In the CRC session, we will work together to document job classification series and job classifications that can be identified across the City.

The steps that will be taken are as follows:

1. The Segal Consultant has reviewed the JAQs that employees completed for the jobs covered by the CRC. Using this information and a current job title list, Segal has prepared a list of job titles that are under review and preliminary draft classification series for you to review in your CRC session. The first step is to review the list of job titles and note any questions or comments.
2. The Segal Consultant will then lead a discussion about the body of work that is being done by those jobs represented in the CRC. Specifically:
 - How many classification series are covered by the CRC?
 - Do the proposed classification series reflect the way work is currently done?
 - Are there jobs that are truly unique in nature and cannot be combined with other jobs?
 - Are there any jobs that might be missing?

This series of discussions addresses **WHAT** work is being done by these jobs.

3. The next step will be to consider performance criteria for the CRC. For this purpose performance criteria is defined as areas that can be used to measure success in the job.
 - What performance criteria (traits, behaviors, and/or outcomes) can be used to measure work performed by the CRC?
 - Are the performance criteria recommended measurable?
 - Can standards for performance criteria be defined that will illustrate if an individual is performing at an acceptable, above acceptable, or below acceptable level?
 - Are there performance criteria that are specific to the CRC?

This series of discussions addresses **HOW WELL** the work is being done.

4. Lastly, it is the responsibility of the CRC to step back and take a final look at the recommendations being made. Are the classifications series and jobs being recommended realistic?

Next Steps for Segal:

Based on information provided in the CRCs and employees' JAQs, Segal will finalize draft classification matrices that document the newly proposed classification structure. Information from each of the CRCs will be reviewed in conjunction with information received in Department Head interviews and with what other CRCs are recommending. Changes may be made to ensure consistency in recommendations across CRCs. The Classification and Compensation Project Team will review this recommendation and will provide their input based on their knowledge and expertise.

Thank you

The Personnel Department and the Segal Company thank you for taking the time to participate in this Classification Review Committee exercise. Your effort will help make the City of Chattanooga's classification system more effective for you and for the City.

Please look for ongoing updates as we proceed. If you have questions or suggestions as the process unfolds, please feel free to contact Jean Smith in the Personnel Department.



Standard Title Definitions

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| Director | Supervises subordinate managers or is responsible for administering a major department or service which is being provided by the City. Work involves responsibility and accountability for providing leadership in long-range planning, program development, problem solving and staff development. |
| Manager | Supervises subordinate supervisors or is responsible for the conduct and performance of a program or function. Work typically involves the development of operational guidelines and techniques, establishing criteria and the development of new information. Considerable independent judgment, personal discretion, and resourcefulness are needed to interpret circumstances and make decisions in major areas where there may be uncertainty in approach, methodology, and interpretation. |
| Supervisor | Supervises subordinate staff, including selecting, training, motivating, coaching, correcting, evaluating, and disciplining subordinates. The Supervisor serves as a front line supervisor in carrying out day-to-day operations. |
| Lead | Typically performs some limited supervisory functions, such as assigning, scheduling or reviewing work, or providing regular guidance and training to others as the most technically skilled member of the work team, in addition to performing work of a journey-level (fully qualified) class. |
| Coordinator | Primarily performs coordination duties characterized by facilitating the harmonious working of peers or colleagues toward the same end. Coordinators may not directly supervise a permanent staff. Coordinators may also coordinate services between staff and the public. |
| Analyst | Primarily performs analytical duties, characterized by gathering and analyzing information to determine the best course of action, based on general guidelines or rules of operations. Judgment is used to choose alternatives and make recommendations. |
| Specialist | Primarily performs highly specialized, specific functions requiring knowledge and experience in a particular field. |
| Technician | Primarily performs technical duties, characterized by well-established guidelines, codes, rules, and/or procedures. |
| Secretary | Primarily performs duties that are administrative support in nature, characterized by keeping records and processing correspondence for a program, an individual, or a work unit. |
| Assistant | Primarily performs duties of a support nature to a program, person, and/or work unit usually requiring general knowledge. Rules and guidelines are very straightforward and the work is easily mastered. |