

MAG Work Plan for Durham County, NC

In order to meet the project's timeline target of 12 weeks, some of the proposed project activities and tasks indicated below will occur simultaneously.

Phase I: Project Initiation

Week #1

Objective: To develop a project plan acceptable to all parties, gather pertinent project related data, finalize contractual negotiations, and establish a timeline for project activities and deliverables.

Activities:

- Execute Project Contract.
- Meet with our HR partners from the County and departmental staff to discuss the project's goals and objectives, and to coordinate on-site activities.
- Gather required project data/information, such as current class descriptions, current pay plan, administration policies and procedures, and organization charts.
- Initiate the employee information data collection in required database format in Excel.
- Establish a mutually agreed-upon project work plan, time lines, deliverables, and monitoring procedures that will lead to the successful accomplishment of all project objectives.

Deliverable(s):

- Data request forms and instructions.
- Interactions for data development.
- Finalized Project Work Plan.



***Phase II: Development of Compensation Survey Instrument;
Discuss Current Practices***

Weeks 2-6

Objective: To develop a salary/compensation survey instrument to gather compensation data, establish a list of classifications for inclusion in the survey, and define target respondent organizations/published surveys. Review practices for current pay and recommend any needed changes.

Activities:

- **Week 2:** Work together with our HR/Project partners and top management to elect appropriate market survey target employers for selected positions that offer comparable employment opportunities.
- **Week 3:** Develop draft market salary survey instrument to gather compensation data.
- **Weeks 3-6:** Capture survey data via internet, telephone, published data, and e-mail for benchmarks; review best practices.
- Review/clean collected compensation data and compare to current data.
- Develop market compensation summary by classification.
- Review compensation structure and develop recommendations.

Deliverable(s):

- Market Survey Targets and Benchmarks.
- Survey Development
- Recommendations on compensation design.



Phase III: Job and Organization Data Collection

Weeks 2-6

Objective: To conduct a review of included classifications for appropriate internal equity; review the top level reporting relationships; review JAQ's for internal equity.

Activities:

- **Week 2-3:** Conduct orientation meetings and distribute information on the *Job Analysis Questionnaires*® (JAQ) and data gathering instrument. The JAQ is written in an understandable and easy-to-read format. Employees can list the job duties and responsibilities that they regularly perform and any recent changes in work routine. The questionnaire will capture job data for such factors as education levels, experience, decisions, guidelines, complexity, scope and effect, physical demands, and work environment. This will ensure that the entire proposed pay and classification plan “fits” together in a coordinated manner.
- **Weeks 3-5:** Employees complete questionnaires.
- **Week 6:** Supervisors review questionnaires completed by employees.
- **Week 2:** Provide Administrative Issues forms to managers, supervisors, and key staff for their concerns regarding staffing, salary, and recruitment/retention issues. This will be a key component to the communications process, whereby key staff will be able to identify problems and clarify their own roles and responsibilities during the study process.
- **Week 4:** Review the Administrative Issues forms completed by administrators, managers, and supervisors to identify comments concerning position levels.
- **Weeks 3-5:** Conduct interviews with executive leadership and top directors.

Deliverable(s):

- Questionnaires, Employee Sessions, Interviews, Data Management



Phase IV: Analyze Compensation Study Survey Data

Weeks 6-8

Objective: To gather, compile and analyze salary/compensation data in order to develop a proposed compensation plan.

Activities:

- Review and analyze market compensation data; compare to current data.
- Recommend any needed compensation adjustments to the current system.
- Create a salary design that meets the varying needs of different groups of employees.
- Adjust the compensation architecture as needed to ensure that both the current and future needs are met.
- Provide for internal executive/administrative review.

Deliverable(s):

- Survey Responses.
- Draft Salary Survey Results.

Phase V: Develop Revised Pay Plan

Weeks 7-9

Objective: To develop a revised pay plan.

Activities:

- Conduct analysis and evaluate the structure of the current classification plan(s) in terms of:



1. supporting the overall goals and objectives;
 2. its ability to provide compensation comparability between and among various groups and classes of positions;
 3. its ability to provide a meaningful salary level that not only recognizes the external market, but also recognizes credentials, certifications and experience;
 4. developing an initial set of recommended changes in the structure of the current classification system.
- Review recommended changes with the Project Manager and appropriate management staff and make appropriate revisions.
 - Develop revised pay plan(s).
 - Develop guidelines for maintaining the classification system.
 - Provide for internal review.

Deliverable(s):

- Grade Order List and Pay Plan(s).
- Reclassification recommendations (if applicable).

Phase VI: Develop & Submit Draft Project Report

Weeks 10-11

Objective: To develop a draft report based on previous study activities and tasks.

Activities:

- Integrate project data and deliverables from previous project tasks into a draft report for internal review.
- Provide draft project findings to management for technical review.

Deliverable(s):

- Draft Report.



Phase VII: Develop & Submit Final Project Report

Week 12

Objective: To develop a final report of project results, findings and recommendations.

Activities:

- Revise draft report as necessary and appropriate based on technical review, database additions/update and administrative review; develop and deliver final report.
- Present project findings.
- Provide all study documentation.

Deliverable(s):

- Final Report.
- All Study Documentation.

Phase VIII: Conduct Software Training & Technology Transfer

TBD

Objective: To provide the results of the project, software system, and training for HR staff.

Activities:

- Provide for technology transfer of project related data and materials.
- Conduct software and plan training for selected HR personnel.



Deliverable(s):

- MAG's ***Classification Manager***® software (licensed for use internally – at no cost to the County).
- ***Classification Manager***® Training/User Manual.
- Training day for selected HR staff on ***Classification Manager***® software, plan policies, and guidelines for maintenance.

