

## **CITY OF PHOENIX CLASSIFICATION AND COMPENSATION STUDY FREQUENTLY ASKED QUESTIONS**

### **What is a Classification and Compensation Study?**

The study is a review of the different kind of work that is performed by employees in the City to prepare accurate and up-to-date descriptions of the different jobs (“classifications”) that outline the main reason for the job, the primary tasks that are typically performed, and what qualifications it takes to be able to do the work. Once the information on the jobs is gathered, it is used to help identify similar jobs in other organizations that are similar to the City and look at the base salary (“compensation”) in other places compared to what the City pays.

### **What is the Purpose of the Study?**

The study will update the job descriptions so that they accurately reflect what the current roles, responsibilities, duties, and qualifications are for job classifications at the City. The descriptions also need to clearly show how jobs in the City relate to each other and they need to meet certain legal standards. Once that information is gathered, salary data from other agencies will be gathered to provide the City with useful information about how the different jobs at the City are paid in comparison to positions in other organizations. Accurately defining this information will help us to attract and retain a highly-qualified and skilled workforce.

### **Why is the Study Important?**

Over time, various changes can happen that lead to job descriptions being out of date. By conducting a thorough review and update, job descriptions can do things such as:

- better communicate similarities and differences between jobs,
- show how different jobs are related to one another,
- provide a clear career path for employees to find growth opportunities,
- show how work is organized at the City.

Not only does a classification study determine if job descriptions are accurate, the process also involves the development of new classifications (if applicable), elimination of outdated classifications (if applicable), and collapsing classifications within similar functional areas (as appropriate).

The compensation study will help the City:

- develop plans and policies that ensure proper internal equities and competitive pay
- establish clear career paths to provide career mobility at the City

## How Long Will It Take to Complete the Study?

A classification and compensation study for an agency of the City's size will take approximately two years to complete. The study is being conducted in two major phases:

- Phase I – Classification Study (to be conducted in 2021)
- Phase II – Compensation Study (to be conducted in 2022)

## What Kind of Participation Will Be Expected from Employees?

The participation of employees is crucial to the accuracy and success of the classification and compensation study. Employees representing the City's 800+ classifications will be randomly selected and contacted by email to fill out a Position Description Questionnaire (PDQ), which is a systematic way for our consultants to gather the information needed for this study.

All employees are invited to participate in general information meetings, where we will go over the study process and timelines and explain how employees can help the study be successful. Employees who are selected to complete the PDQ will be invited to separate orientation sessions regarding how to complete the PDQ.

## How Will You Gather Information About the City's Positions?

Sample groups of positions in each classification will be identified and employees in these positions who are very familiar with the work will be asked to complete a Position Description Questionnaire (PDQ). PDQ's describe the position's duties, responsibilities, required knowledge and abilities, and minimum requirements for education, experience, and any certifications and/or licenses. Supervisors and managers will also be asked to review employees' PDQ's to provide their perspective on the work required of the position.

Our consultants will utilize these PDQs to update the classification descriptions. If needed, they will meet with supervisors and/or managers to clarify information and/or get more information about the job and how it fits within the City.

## Will the Consultant Consider Performance or Workload for This Study?

The purpose of a classification study is to describe the job itself, so we are only interested in what the work is and not how well or poorly someone may be performing it or how much of the same type of work someone performs.

## What if I am Not Asked to Complete a PDQ?

We will be gathering information from a sample group of employees representing each job classification. This provides us with the most efficient way of gathering comprehensive information while also completing the study in a timely manner. This means that

approximately 2,100 employees will be selected to complete a PDQ. Your department will know who has been selected to complete a PDQ for each job classification.

### **Will I Have the Chance to Ask Questions?**

We will be conducting a series of orientation sessions prior to beginning the study that employees will be invited to attend during which we will provide an overview of the study, and you will be given the opportunity to ask questions at that time. Additional questions should be directed to your HR liaison.