

CAREER LADDER PROCESS OVERVIEW

COMPONENT	ACTION	CONSIDERATIONS
Prepare stakeholders who will be involved in the process	<ul style="list-style-type: none"> • Set project goals, process, and timelines • Create ground rules for group dynamics and interactions • Consider any training needed such as organizational change and writing job descriptions and competencies • Create ongoing communication methods • Review career ladders created for other city groups on DER website 	<ul style="list-style-type: none"> • Give participants realistic expectations about the process • Include key policy makers including budget contacts and Employee Relations contacts
Review Department/Division Mission and strategic objectives	<ul style="list-style-type: none"> • Review citywide, department, and division objectives • Seek input from leadership including managers/supervisors 	<ul style="list-style-type: none"> • Career ladders link the business need of the organization with the tactical contribution of an individual employee by incentivizing specific performance and competencies • Impacts employee engagement
Consider how well organizational structure is aligned with department mission and objectives	<ul style="list-style-type: none"> • Consider how effective the current structure is in affecting and achieving business goals • Consider changes in available resources and/or changes to industry standards 	<ul style="list-style-type: none"> • Career ladders are an opportunity to align work systems and reporting relationships • Impacts can include government regulations, needs of community, resources changes or considerations
Identify and update current job description	<ul style="list-style-type: none"> • Ensure all duties and responsibilities are included • Update knowledge, skills and abilities (KSA's), ensure linkage with level of duties and responsibilities • Consider minimum requirements for the position • Review the Occupational Information Network (ONET) website for occupation information. www.onetonline.org • Perform gap analysis • Seek input from individual contributors as well as supervisors and managers 	<ul style="list-style-type: none"> • Creates a realistic assessment of current work being performed • A gap analysis compares actual performance with potential or desired performance
Create competencies for department and job families	<ul style="list-style-type: none"> • KSA's are a starting point • Include organization and job-centric technical competencies • Describe the behaviors required to successfully perform the job 	<ul style="list-style-type: none"> • Competencies assessments are a component of performance feedback • Competencies are linked to the level of a job within a job family
Determine performance standards	<ul style="list-style-type: none"> • Determine how performance will be assessed – this can include production levels as well as quality and quantity measures • Seek input from individual contributors, supervisors, managers in setting standards 	<ul style="list-style-type: none"> • Performance standards set expectations for successful performance in a job

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Determine what education or certifications will be recognized	<ul style="list-style-type: none"> • Identify certifications from professional organizations, licenses college coursework, etc. • Show relationship to the job 	<ul style="list-style-type: none"> • Incentivizes job knowledge that benefits both the employee and the business objectives of the department
Restructure and align jobs and/or job families with department/division mission and objectives	<ul style="list-style-type: none"> • Determine any changes or improvements with input gathered from employees, supervisors and managers • Create the new job descriptions • Decide on the new job family structure (can possibly expand or combine levels) 	<ul style="list-style-type: none"> • Duties and responsibilities, KSA's and minimum requirements are used in performance appraisal feedback • Progression through the job levels and/or increments of a career ladder are linked to level of performance and competency enhancement • The details of a career ladder assist with training new employees in a job through clear duties & responsibilities, competencies, and performance expectations • Employees moving through a career ladder create a 'succession plan' for an organization
Identify other comparable positions within the City classification structure	<ul style="list-style-type: none"> • Identify comparable positions within other departments/divisions of city government • Gather job descriptions for other positions 	<ul style="list-style-type: none"> • Comparison to similar positions within city government is a part of the analysis in determining the classification and pay range for a job and/or job family
Collect cost of labor data	<ul style="list-style-type: none"> • Collect market survey data from professional organizations • Collect wage data for comparable positions in the same labor market (Bureau of Labor Statistics, Economic Research Institute (ERI)) • Collect wage data for comparable positions from other public sector organizations • Collect job postings for similar positions 	<ul style="list-style-type: none"> • Wage data is considered by compensation staff to determine the pay range for a job and/or job family
Fiscal Impacts	<ul style="list-style-type: none"> • Determine the fiscal impacts of implementing the paradigm • Involve Budget Office in initial discussions and throughout process 	<ul style="list-style-type: none"> • Coordination with policy makers essential for success of the project
Prepare Classification report that will be presented to the City Service Commission or Fire & Police Commission, Finance & Personnel, Common Council and Mayor for consideration and approval	<ul style="list-style-type: none"> • Report will integrate the work of the department and make recommendations based upon DER assessment of the jobs, any internal comparable jobs, and external cost of labor • Report will recommend specific classifications, pay ranges, how an employee will progress through a range and related compensation recommendations 	<ul style="list-style-type: none"> • This step includes meetings between department representative and policy makers to provide information and answer questions • Key points will include how the proposed changes impact the department, the community and the employees

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Conduct a 'Meet and Confer' with employees on the recommendations of the career ladder	<ul style="list-style-type: none">• This critical step happens prior to final preparation of the classification report	<ul style="list-style-type: none">• This meeting is intended to explain and receive feedback from employees on the final proposal
Implement new paradigm	<ul style="list-style-type: none">• May include assessment of employees' performance and credentials to determine placement on a career ladder• Creates a blueprint that links employee contributions to pay movement through a job or job family	<ul style="list-style-type: none">• May take a number of months to assess prior to implementation• Requires close coordination and explanation with payroll staff