This Week’s Key Things to Know

APRIL 15, 2019

Non-bargaining employees: Thank you for completing and submitting the Job Description Questionnaire (JDQ) to your direct supervisor last week! We understand the time and effort you invested in completing this important document, and we thank you for your efforts! Your full and active participation gives our consultants the information they need to make the best recommendations to our organization. Thank you!

Next Steps for Leadership

Supervisors and directors now have the responsibility of reviewing the JDQs and having a conversation with their employees regarding any feedback.

Supervisors/Managers:

- Review your direct reports’ questionnaires
- Sign-off and submit to your director

Directors:

- Review and sign-off on all your employees’ questionnaires
- Submit questionnaires to WageReview@cedar-rapids.org by THURSDAY, APRIL 25

What happens to the questionnaires?

The Human Resources Department will collect all questionnaires and review them for completeness before submitting them to Segal Waters consultants by May 2.

Segal Waters will undertake the task of reading and reviewing all the questionnaires, and arranging for any necessary follow-up conversations for clarity or understanding.

We anticipate Segal Waters coming back to Cedar Rapids for interviews or focus groups toward the end of May (read more in this week’s FAQ section).

Questions about the study?

EMAIL
wagereview@cedar-rapids.org

CR@WORK
Under “Employee Resources”
UPDATED | Frequently Asked Questions

Below is an updated list of frequently asked questions we’ve received regarding the Wage Review. We will continue to respond to questions as we receive them. If your question was not answered in this issue, watch for it in a future issue.

Q: How many non-bargaining positions are in the City?
A: There are 485 non-bargaining positions that will be evaluated as a result of this study.

Q: Have funds been budgeted to implement the recommendations from the study?
A: Funds have been budgeted for fiscal year 2019 and 2020 to support the cost and implementation of the study. Additional funding will be allocated as needed, depending on the results of the study and the timeline associated with implementing the recommendations.

Q: Is there a possibility of the elimination of positions/layoffs?
A: No, the study will not result in current employees being laid off. The study may recommend changes to positions, job descriptions, and duties; however, positions will not be eliminated.

Q: How long will it take the consultants to review each position?
A: Segal Waters will review all the questionnaires from employees, the exact amount of time will be dependent on the length and clarity of employees’ responses. Questionnaires that are not completed fully, result in questions, or include ambiguous information, will require more time by the consultants to review and may require in-person interviews or focus groups. However, Segal Waters is a professional consulting firm that specializes in public sector classification and compensation studies. They were hired for their expertise in evaluating and analyzing job classification structures.

Q: What has been the outcome for similar cities conducting wage reviews with Segal Waters?
A: Every city is going to have a different organizational structure, positions, job titles, or goals when they undergo a review of their classification structure, and therefore, outcomes and recommendations will all be unique to each city’s specific situation.

Q: Will everyone be interviewed or be a part of a focus group? If not, why?
A: Not all employees will need to be interviewed or participate in a focus group as part of the study. The consultants will use the Job Description Questionnaire (JDQ) as the primary source of information regarding the duties performed in each position. The more completely the questionnaire is filled out, the less likely it will be that the consultant requires clarification or additional analysis. There may be a few unique positions or situations that will require the firm to get additional clarification; however, a majority of the positions will not require interviews.

Q: Will employees have an opportunity to receive feedback from leadership on their JDQ?
A: Yes, employees will have an opportunity to receive feedback from their supervisor on the JDQ. Leaders are expected to communicate overall comments on the JDQ with their employees. Employees are also welcome to ask their leadership for feedback on their JDQ.

Q: Will enterprise positions be implemented before other positions?
A: Any changes to the classification and compensation system will be implemented at the same time regardless of the funding source or department.
FAQ’S CONTINUED

Q: Why is a longer questionnaire being used as opposed to a shorter questionnaire and/or in-person interviews?
A: The Job Description Questionnaire (JDQ) provides employees with an opportunity to reflect and think about their various job functions and take adequate time to organize and structure their duties. The form helps provide the consultants with a complete, full picture of duties and responsibilities. The JDQs ensure everything is identified and communicated, and includes an opportunity for leadership input. The JDQs were designed to be in-depth in order to gather essential details of each position; they are an integral resource the firm uses to collect the information they need about each position.

Q: Does the market analysis take public vs. private sector into consideration as it relates to salary compensation?
A: Segal Waters will conduct an external survey that targets the City’s public sector peer employers, as well as review/analyze published market data to evaluate pay ranges for similarly situated jobs in the private sector. The results reflect market competitiveness relative to the public sector, private sector, and both sectors combined.

Q: Will employees be able to see the firm’s recommendations, or will they only be notified if there has been a change made to their position?
A: At the conclusion of the study, all employees will have access to a final report. Employees will also receive information specific to any classification changes or pay implications for their position, and the timing of those changes.

Q: There was talk of internal equity as well as market competitiveness with compensation. Will the study include adjustments to longevity, flex leave sell back, and deferred compensation matching like the bargaining units receive?
A: The study is looking at the overall compensation of employees in conjunction of salaries, which includes benefits such as flex leave, longevity, insurance, and deferred compensation. A professional recommendation of any changes will be included as part of the consultant’s final report.

Q: I believe it was mentioned during training that the consultant will be looking at 12 comparable organizations. Is there a list of those comparable cities available?
A: The City team has worked with the consultant to identify comparable peer employers as a part of their review process. These peer employers are all located in the Midwest and have communities that are similar to Cedar Rapids in population, median household income, and median house value. The final list of cities used as part of the study will depend on whether those communities participate and agree to provide extensive benchmark data. In their final report, Segal Waters will provide the list of communities who agreed to participate and who provided data for the study.

Q: What about profiles that are currently inactive such as the Analyst I or II? Do they get reviewed and regraded along with the Analyst III position? If we had a vacancy in the future, there could be a chance we’d use a different profile to fill the vacancy. Are the inactive profiles being reviewed and aligned as well?
A: Vacant active positions will be analyzed as part of this review process. Inactive positions will be addressed by Human Resources when they become active, and updated using the classification structure that results from this study.

THANK YOU!