State of South Carolina Job Classification and Compensation System Overview

Please Note

- This presentation is designed to provide general information about the State of South Carolina's Job Classification and Compensation System.

- For specific information, or if you have any questions regarding this information, please contact your agency's Human Resources Department.

Classification and Compensation

What is Position Classification?

Position classification is a system for objectively and accurately defining and evaluating the duties, responsibilities, tasks and the authority level of a position.

Why are Positions Classified?

- Position classifications:
  - Aid in the understanding and organizing of job functions.
  - Help in recruitment and selection by defining qualification standards.
  - Identify potential career and growth paths in organizations.
  - Establish standards for compensation.

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State Job Classification

- Job classifications are developed by the Division of State Human Resources
- State job classifications are broad in scope and describe the general nature of duties and not the specific duties that belong to all of the jobs included within that classification.

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State Job Classifications vs. Internal Titles

- Internal titles are unofficial titles assigned to positions that are used within agencies to identify specific jobs. They may also be referred to as "working titles."

  - Example:
    - Law Enforcement Officer III (State Classification)
    - First Sergeant (Internal Title)

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Pay Bands

- Currently the State of South Carolina utilizes 10 pay bands, each with a minimum, midpoint and maximum salary.

- The 10 pay bands are 85 percent wide from minimum to maximum.

- The broad pay bands allow for expanded growth potential for employees without the need for reclassification.

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Pay Bands
(Continued)

- Pay bands also:
  - Allow a wider diversity of jobs to be included in one pay band;
  - Provide agencies with greater flexibility in setting the pay levels for individual employees within each band;
  - And allow agencies the flexibility to recognize those who assume additional job duties or attain additional skills, as well as pay for performances.

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Salary Increases

- Agencies may award salary increases for:
  - Additional Duties/Responsibilities
  - Additional Skills/Knowledge
  - Performance
  - Promotion
  - Reclassification
    - Employee's position assigned to a class with a higher pay band
  - Transfer (i.e. moving from one department/unit/division to another department/unit/division within the agency)
  - Retention

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Bonuses

- All permanent and probationary employees in full-time equivalent (FTE) positions and whose salary is less than $100,000 are eligible to receive a bonus under the Annual Appropriation Act (117.55 Employee Bonuses).

- The Agency Director is the final authority for approving employee bonuses.

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Bonuses
(Continued)

- An employee may receive more than one bonus in a fiscal year.

- Total amount of the bonuses received for a fiscal year may not exceed $3,000.

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Reasons to Award a Bonus

- Exceptional customer service
- Contributions to increased organizational productivity
- Development and/or implementation of improved work processes
- Realized cost savings
- Other specific contributions to the success of the organization

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Career Development

Career Paths

- What is a Career Path?
  - Career paths are used to chart a course for employees' movement within an organization.
  - Career paths may look different for employees within the same agency and are determined based on Agency needs and an employee's personal interests, experience and education.

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Career Paths

- Employees can influence their career path by:
  - Exploring developmental opportunities;
  - Completing applicable training classes;
  - Pursuing higher levels of education;
  - And gaining on-the-job experience.

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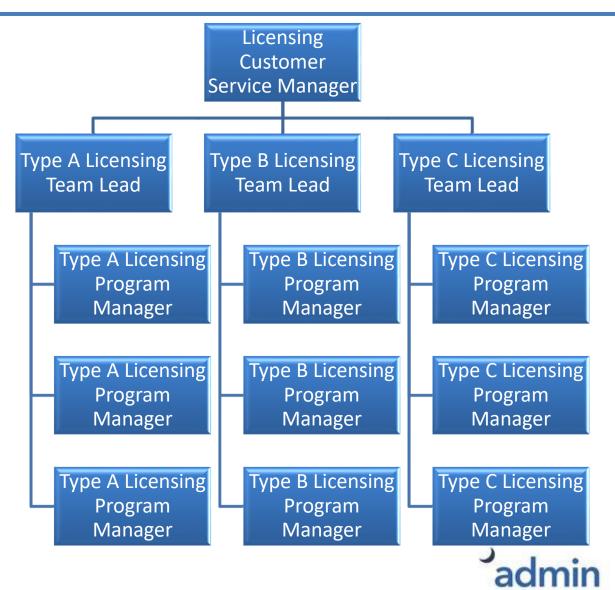DEPARTMENT of ADMINISTRATION

Career Path Examples

- Career paths may include steps within the same job classification using internal titles or across job classifications as employees move through the various steps.
- The following slides provide examples of:
    - Career paths;
    - Activities an employee may need to complete to move to the next career path step;
    - And sample organizational charts to demonstrate how each position fits into the organization.

Sample Organizational Chart 1

The career path on the next slide demonstrates how an employee might move from a Licensing Program Manager to a Customer Services Manager. All of these positions are within the Job Classification: Program Manager I (AH45).
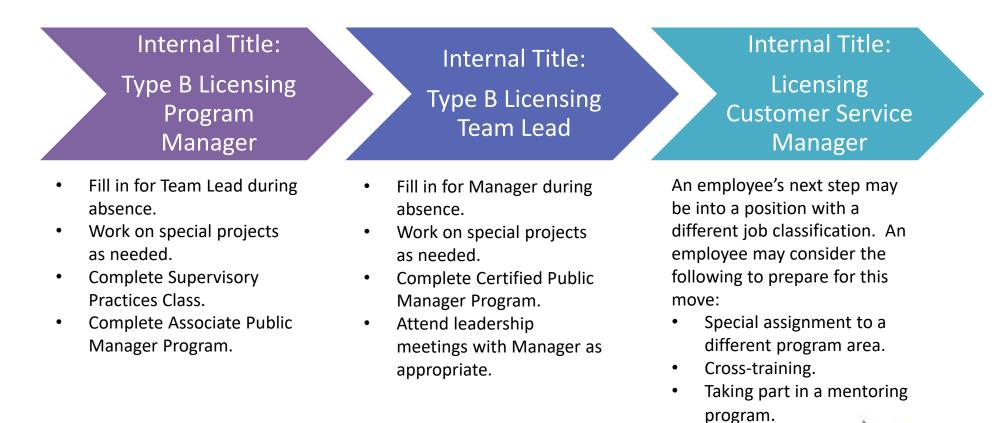
Licensing Customer Service Manager

- Type A Licensing Team Lead
  - Type A Licensing Program Manager
  - Type A Licensing Program Manager
  - Type A Licensing Program Manager
- Type B Licensing Team Lead
  - Type B Licensing Program Manager
  - Type B Licensing Program Manager
  - Type B Licensing Program Manager
- Type C Licensing Team Lead
  - Type C Licensing Program Manager
  - Type C Licensing Program Manager
  - Type C Licensing Program Manager

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Career Path Within One Job Classification

Job Classification: Program Manager I (AH45) / Pay Band: Band 7
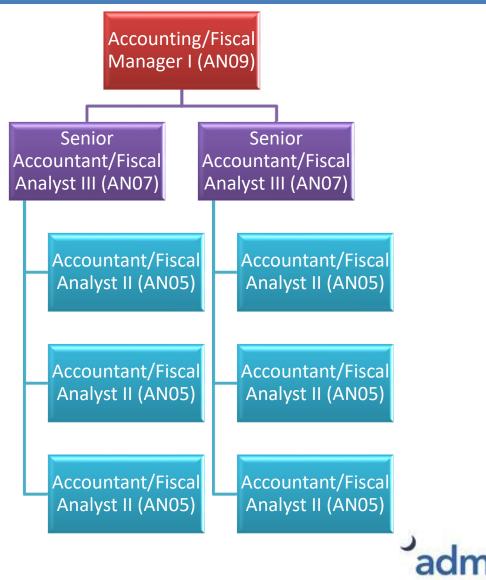
Using internal titles employees can move through a career path within a single job classification. Below each internal title is a list of activities an employee may complete to move to the next step in the career path.

Internal Title: Type B Licensing Program Manager

- Fill in for Team Lead during absence.
- Work on special projects as needed.
- Complete Supervisory Practices Class.
- Complete Associate Public Manager Program.

Internal Title: Type B Licensing Team Lead

- Fill in for Manager during absence.
- Work on special projects as needed.
- Complete Certified Public Manager Program.
- Attend leadership meetings with Manager as appropriate.

Internal Title: Licensing Customer Service Manager

An employee's next step may be into a position with a different job classification. An employee may consider the following to prepare for this move:
- Special assignment to a different program area.
- Cross-training.
- Taking part in a mentoring program.

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Sample Organizational Chart 2

The career path on the next slide demonstrates how an employee might move from an Accountant/Fiscal Analyst (AN05) to an Accounting/Fiscal Manager I (AN09).

Career Path Across Job Classifications

Below each job classification is a list of activities an employee may complete to move to the next step in the career path.

Accountant/Fiscal Analyst II (AN05)

- Work on special projects as needed.
- Complete Associate Public Manager Program.
- Expand knowledge of state government fiscal accounting processes.
- Expand accounting experience.

Senior Accountant/Fiscal Analyst III (AN07)

- Obtain required bachelor's degree.
- Complete Supervisory Practices Class.
- Lead teams working on special projects.
- Gain additional experience in accounting, auditing, banking or finance.
- Master agency-specific accounting principles and practices.
- Identify opportunities for process improvement.

Accounting/Fiscal Manager I (AN09)

An employee in this position can continue growth through another career path. Activities for employees to consider are:

- Completion of the Certified Public Manager Program.
- Participation in a job rotation or cross-training program.
- Participation in a mentoring program.
- Serving on or leading a team working on a project with agency-wide implications.

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Career Growth
Within the Same Position

- The ability of an employee to move through the steps in a career path is dependent on many things, including position availability.
- When a positon change is not immediately available, continued career growth is possible if an employee can:

  - Take on additional duties.
  - Participate in special projects.
  - Complete training opportunities.

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Career Growth Within the Same Positions
(Continued)

- Employees may also want to consider a move to a position at the same level as their current position — a lateral move. This will allow the employee to:

  - Gain new skills and experience.

  - Pursue an alternate career path.

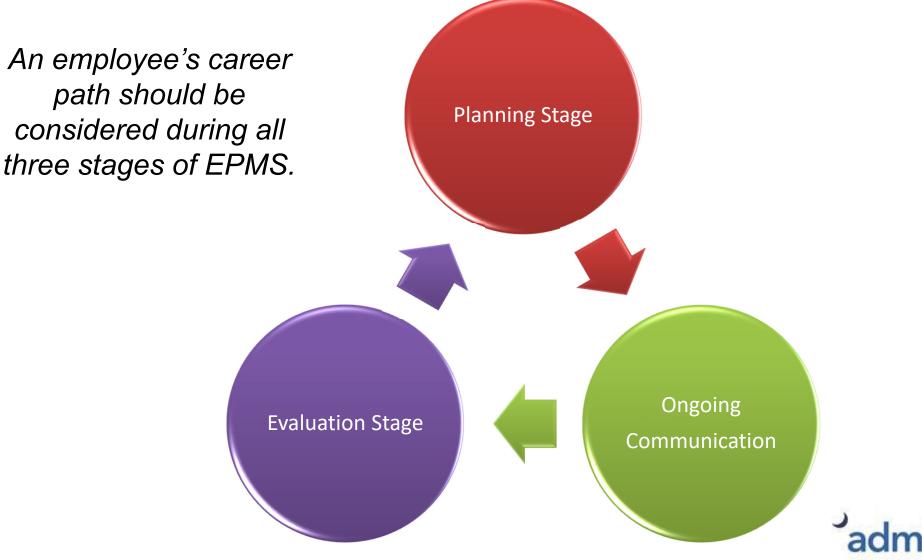 - Broaden view of agency functions.

In-Band Pay Increases

- As mentioned earlier, an employee may be awarded pay increases without a change in position. Options include:
  - Performance increase
  - Additional skills or knowledge increase
  - Additional job duties or responsibilities increase

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The Role of the Employee Performance Management System (EPMS)

An employee's career path should be considered during all three stages of EPMS.

The Planning Stage

During the planning stage managers and employees should:

- Discuss the employee's career goals and interests.

- Discuss training and developmental opportunities available to the employee during the review period.

- Include challenging goals to encourage employees to gain necessary experience and knowledge to move to the next level in the career path.

Planning Stage

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Ongoing Communication

- Managers should provide employees with feedback concerning their performance throughout the review period so that employees can correct any deficiencies and receive encouragement for successes.

- Employees should notify their managers if they are having difficulty completing the requirements documented in the planning stage.

Ongoing Communication

Evaluation Stage

- During the evaluation stage employees should be provided specific feedback concerning their performance including both deficiencies and successes.

- Employees should be given the opportunity to discuss any difficulties they had reaching the goals documented in the planning stage and options to address these difficulties.

- Managers should provide feedback concerning the employee's readiness to move forward in the career path.

Evaluation Stage

Conclusion

There are many opportunities for growth within state government and many paths to take to reach your career goals.

By being proactive and working closely with managers employees can take steps to achieve a rewarding career with the State of South Carolina.

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