

CAREER-BANDING FOR
EMPLOYEES
IN
NORTH CAROLINA
STATE GOVERNMENT

North Carolina's Career-banding System

Career-banding Definition

- Collapsing of classes into more generic titles
- Wider pay ranges and career paths developed
- Pay movement is based on the development of competencies (knowledge, skills abilities and behaviors)

North Carolina's Career-banding System

SYSTEM GOALS:

- To base employee pay on level of contribution and labor market information
- To simplify the administrative process
- To delegate compensation decisions to managers and to hold them accountable
- To encourage employees to develop those skills necessary for the organization to succeed

North Carolina's Career-banding System

PAY PHILOSOPHY

Competitive Pay will reinforce high standards and positively impact the state's ability to:

- Recruit, retain and develop qualified, motivated, and diverse workforce
- Promote proven successful work behaviors
- Emphasize competencies and demonstrated proficiency on the job

North Carolina's Career-banding System

Class Structure:

- Employees will be classified into banded classes and assigned to Job Families where career paths are identified and career development is emphasized
- All banded classes within the Job Family will have a unique journey market rate
- Organizations may vary from the journey market rate within limits based on their unique labor market

Job Family Band Structure

(Ten Families)

- Administrative and Managerial
- Information Technology
- Law Enforcement and Public Safety
- Information and Education
- Human Services
- Medical and Health

Job Family Band Structure (Ten Families)

- Institutional Services
- Operations and Skilled Trades
- Engineering and Architecture
- Natural Resources and Scientific

North Carolina's Career-banding System

Features of the career-banded system:

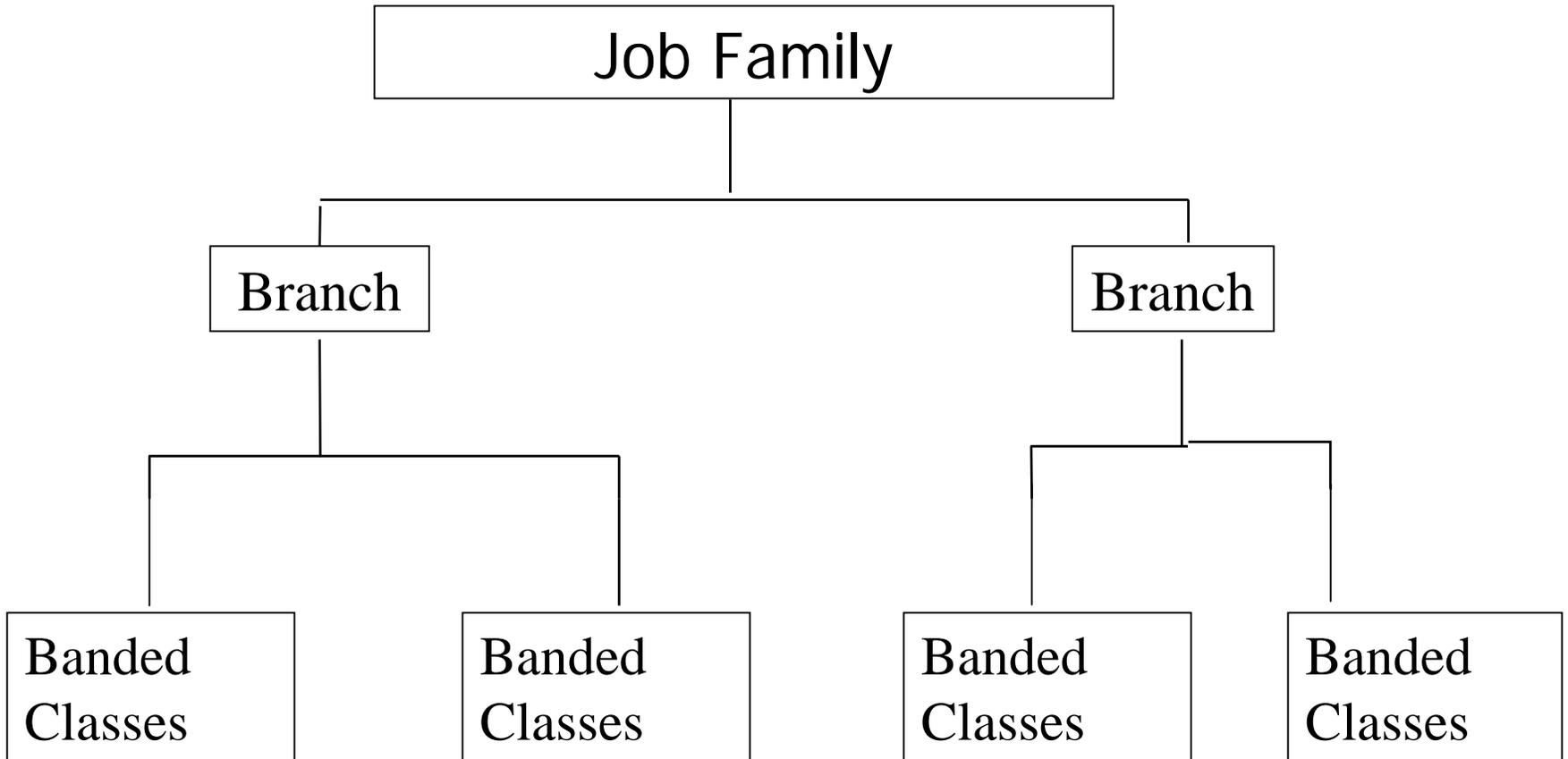
- Introduces new concepts of pay: above market, at market, and below market
- Eliminates restrictive salary rules and promotes appropriate pay based on contribution and market
- Gives managers decision-making flexibility and holds them accountable for pay decisions and spending
- Pay is managed to the average pay for specific occupations

North Carolina's Career-banding System

Pay Factors:

- Organizational Business Need (Budget)
- Journey Market Rate (Market Reference Rate)
- Knowledge, Skills and Competencies
- Market dynamics
- Work experience and education
- Training and certification
- Internal pay alignment
- Duties and responsibilities
- Current salary and total compensation
- Minimum qualifications for the class

Job Family Structure



Example of Conversion From Narrow Classes to Banded Classes

Current Class Title	Banded Title
Housekeeper Custodian	Building Environmental Services Technician
General Utility Worker	
Laundry Worker Laborer	
Groundsworker	
Housekeeping Supervisor I-III	Building Environmental Services Supervisor
Laundry Supervisor I-IV	
Grounds Supervisor I-II	
Labor Crew Leader	

North Carolina's Career-banding System

PAY PHILOSOPHY Key Principles:

- Salaries shall be at or about the journey market rate for employees who regularly exhibit successful work behaviors at the journey level determined for the class
- Salaries may exceed the journey market rate only for employees who regularly exhibit successful work behaviors beyond those identified at the journey level

North Carolina's Career-banding System

Institutional Services Job Family (For Example Only)



Competencies

- Competencies are knowledges, skills, abilities and behaviors necessary to do the job
- The attainment of competencies increases the level of contribution or work of an employee
- An increase in competencies can be used as a basis for an increase in pay
- Person-based pay rather than job-based pay

North Carolina's Career-banding System

Contributing Competencies: knowledge, skills and successful work behaviors, minimally necessary to perform a job from entry up to journey

Journey Competencies: fully applied body of knowledge, skills, and successful work behavior required

Advanced Competencies: the highest or broadest scope of knowledge, skills, and work behavior required in the banded class

Employee's Role

- Take responsibility for career self-management
- Develop competencies and skills that are valued by the organization
- Contribute to the accomplishment of the organization's mission through continued demonstration of competencies and skills

Management's Role

- Encourage employee's to develop competencies and skills that are valued by the organization
- Competency assessment
- Use the Pay Factors in determining and managing employees' pay
- Make pay decisions based on business needs of the organization
- Document pay decisions
- Advise employees on career development
- Recruitment & Selection

Agency/University Human Resource Role

- Orient employees
- Implement Career-banding (Competencies)
- Evaluate the need for Market Reference Rates
- Train and consult with managers on compensation issues
- Monitor the management of pay

Office of State Personnel's Role

- Lead and manage the Career-banding process
- Establish job family structure and banded pay classes
- Establish market rates and salary guidelines
- Provide labor market information
- Monitor for fairness, effectiveness, and efficient use of funds
- Provide training and consultation

(All items done in conjunction with agencies/universities)