

Sections

Home

How to Use the Toolkit

1 Introduction

2 Job Classification Structure

3 Career Planning

4 Compensation

5 PeopleSoft Functionality

6 Change Management/Communication

Welcome to Your HR Leader Toolkit

The State is implementing changes to our job classification and pay structures. This toolkit is designed to support you in your role as an HR Leader as you:

- Lead change communication at the agency level
- Support ongoing decision-making, administration and communication about jobs, pay and careers at the agency level

The toolkit includes five key sections: **Job Classification Structure, Career Planning, Compensation, PeopleSoft Functionality and Change Management/Communication**. The first four sections offer an overview of key components of our job classification structure, career and compensation programs, suggestions for how to use the programs, and handy links to key tools and resources. The last section is about communication – our strategy for supporting change, and tools and templates you can use to lead change in your own agencies.

Job Classification Structure	Careers	Compensation	PeopleSoft Functionality	Communication
<ul style="list-style-type: none"> • What it looks like (key components) • How to use it • Supporting tools and resources 	<ul style="list-style-type: none"> • What's in place today that helps you help employees explore their options • PeopleSoft Functionality 	<ul style="list-style-type: none"> • Our philosophy and objectives • What we mean by "market" • New pay structure • Supporting tools and resources 	<ul style="list-style-type: none"> • Profile Manager • Job Descriptions • Career Progression Chart • Supporting tools and resources 	<ul style="list-style-type: none"> • Our strategy for supporting change • Stakeholder analysis • Templates and tools for you to use in leading communication at the agency level

The toolkit also includes **Tools and Resources**, a **Glossary**, and **FAQs** that offer you an easy place to access most of the tools we reference in the toolkit.



Sections

Home

How to Use the Toolkit

1 Introduction

2 Job Classification
Structure

3 Career Planning

4 Compensation

5 PeopleSoft
Functionality6 Change Management/
Communication

How to Use the Toolkit

You can use the toolkit in a variety of ways. Skip to the information you're interested in by clicking the links – just like a website:

- From the top navigation bar, you can access Tools and Resources, a Glossary, or FAQs
- In the left navigation bar, you can go to a specific section in the toolkit, and then to various topics in the section
- Within the document, you can click on [links](#) to go to various tools and resources, or other places in the toolkit

You can also read this toolkit page-by-page, like a printed document:



Takes you to the next page



Takes you to the previous page

Get started by clicking on Introduction in the left column.



Tools and Resources: watch for this icon to see links to specific tools relevant to topic

Sections

Home

How to Use the Toolkit

1 Introduction

Our Vision

What's New

Key Roles and
Responsibilities2 Job Classification
Structure

3 Career Planning

4 Compensation

5 PeopleSoft
Functionality6 Change Management/
Communication

Our Vision: Creating a Foundation for Integrated Talent Management

We want to ensure that we are managing talent in a way that is consistent and efficient and positions the State of Georgia as an employer of choice.

To support those objectives, we are building an integrated approach to talent management that will encompass everything from recruitment and onboarding to compensation and benefits, performance management, learning and development, and planning for the future.

The **job classification structure** represents the foundation for our longer term vision of an integrated talent management system – one that will help us:

1. **Set the direction for enhancing our employee experience** and sharing career possibilities with employees and recruits
2. **Balance “market” best practices** (how the market pays for a job, structures rewards, presents career opportunities) **with accountability to our taxpayers and constituencies**
3. **Ensure consistency** across all agencies and compliance with State Personnel Board, agency and OPB policies
4. **Ensure internal equity based on employee experience, skills and contributions** – with respect to rewards and recognition, performance management and career development
5. **Support efficiency** with a simplified system and job aids to assist/guide agencies in salary administration
6. **Allow flexibility** to balance enterprise and agency business needs – reflecting the diversity of what our agencies do

Integrated Talent Management



Sections

[Home](#)[How to Use the Toolkit](#)[1 Introduction](#)[Our Vision](#)[What's New](#)[Key Roles and Responsibilities](#)[2 Job Classification Structure](#)[3 Career Planning](#)[4 Compensation](#)[5 PeopleSoft Functionality](#)[6 Change Management/ Communication](#)

What's New for FY 2016?

Updated Job Classification Structure

- We created a new classification structure using a balanced and sustainable approach. As part of this process, we remarketed priced all of the jobs within the structure.
- **We have organized jobs into a structure by job family, job function, job series, and job series level** – allowing us to better align jobs with pay, and providing more flexibility to create reports and administer the program.
- **Basic job descriptions have been created/updated for each job at the State** – reflecting common characteristics (i.e. job responsibilities and qualifications). These provide a consistent starting point for describing similar jobs and assigning them pay grades. Your agency can use these job descriptions to create position descriptions that reflect the business needs/specific duties at the agency level.
- The job series functionality will help managers/employees with planning career and learning opportunities.

Updated Pay Structure

- We are transitioning to a new structure characterized by **fewer pay grades** (with alpha rather than numeric identification) and **less overlap between salary ranges** – this is designed to align more closely with job levels to make pay decisions simpler and more consistent.
- The structure is also designed to be **competitive** in the public sector (and private sector where appropriate) and to support **internal equity**.
- We have created **guidelines** you can use to help your agency make consistent decisions about employee pay for new hires, promotions and transfers, and more.

How did we get here?

HR Leaders like yourself, as well as HRA, agencies and communities of interest have been working together to validate job content, placement of jobs in structures and series, and making enhancements to our plan and processes.



Sections

[Home](#)[How to Use the Toolkit](#)[1 Introduction](#)[Our Vision](#)[What's New](#)[Key Roles and Responsibilities](#)[2 Job Classification Structure](#)[3 Career Planning](#)[4 Compensation](#)[5 PeopleSoft Functionality](#)[6 Change Management/ Communication](#)

Key Roles and Responsibilities

As we administer our job classification structure and pay programs, four groups play particularly key roles.

Stakeholder	Roles and Responsibilities
DOAS	At State (enterprise) level: <ul style="list-style-type: none"> Evaluate competitiveness of policies, pay structure, etc. Maintain enterprise-wide job and career structures Provide communication tools and resources
HR Leadership Advisory Group	<ul style="list-style-type: none"> Recommend direction, administrative guidelines Provide feedback and input for job and career structures
HR Leaders and HR Staff	At Agency level: <ul style="list-style-type: none"> Ensure consistent decisions about jobs and pay, and consistent, efficient program administration Consult with/support agency hiring managers in making job/pay decisions Lead communication and change management initiatives about jobs and pay
Hiring Managers	<ul style="list-style-type: none"> Effectively make and communicate job and pay decisions to employees Help employees explore their career opportunities with the State



Sections

- Home
- How to Use the Toolkit
- 1 Introduction
- 2 Job Classification Structure
- Structure Components
- Job Structure Example
- Job Families
- Job Functions
- Job Functions and Organization Structure
- Job Series
- Job and Position Descriptions
- 3 Career Planning
- 4 Compensation
- 5 PeopleSoft Functionality
- 6 Change Management/Communication

How the Job Classification Structure Components Fit Together

Job Family ... Job families are the broadest category used to organize jobs – they represent “industry areas” and often cut across agencies.
Examples: Financial, Information Technology, Human Resources



Job Function ... Within the job family, there are four organizational levels: **Management, Professional, Technical and Admin/Support**



Job Series ... Each job family may include several job series – each including similar duties or responsibilities, and requiring similar experience or competencies.
Examples in Human Resources: HR Generalist, HR Manager, Benefits Technician



Each job in a job series has a:

Job Series Level	Progression levels within the series based on experience and responsibilities
Job Title and Code	At the enterprise level, basic name for job and a code that identifies job family, job function and job series level
Job Description	At the State (enterprise) level, outlining the job’s basic responsibilities/duties and qualifications – the job description can be used to create an agency-specific position description



Sections

Home

How to Use the Toolkit

1 Introduction

2 Job Classification Structure

Structure Components

Job Structure Example

Job Families

Job Functions

Job Functions and Organization Structure

Job Series

Job and Position Descriptions

3 Career Planning

4 Compensation

5 PeopleSoft Functionality

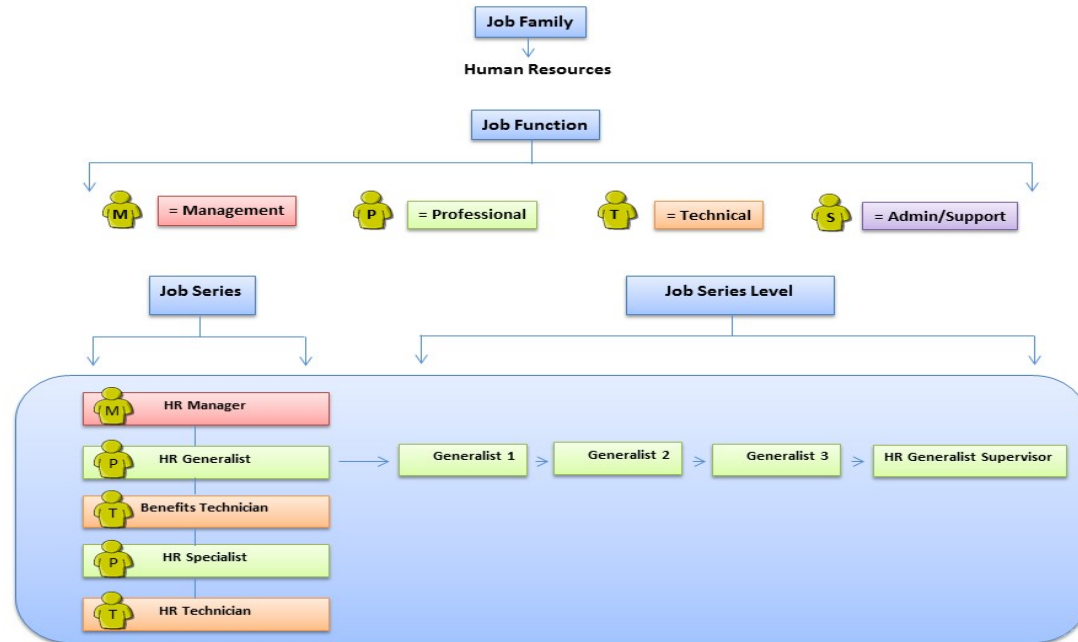
6 Change Management/Communication

What We Mean by Job Classification Structure

At the State (enterprise) level, a job classification structure provides a way of describing and organizing jobs that supports:

- A common language for talking about jobs across the enterprise
- Development of a clear set of career paths
- Providing clear guidelines for making salary decisions and ensuring internal equity with regard to pay

Job Classification Structure Example: Human Resources Family



Sections

Home

How to Use the Toolkit

1 Introduction

2 Job Classification Structure

Structure Components

Job Structure Example

Job Families

Job Functions

Job Functions and Organization Structure

Job Series

Job and Position Descriptions

3 Career Planning

4 Compensation

5 PeopleSoft Functionality

6 Change Management/ Communication

Job Families

Our 17 job families are the broadest category we use to organize jobs. Some job families such as Finance, Human Resources and Information Technology may be used by all agencies while other job families such as Law Enforcement and Health Case may be specific to several of agencies.

Job Families	
Job Family	Job code begins with...
Education	ED
Engineering	ET
Facilities	FE
Financial	FI
Food-Farm	FF
Healthcare	HC
Information Technology	IT
Applied Science	LS
Law Enforcement	PS
Legal	LE
Natural Resources	NR
Human Resources	HR
Real Estate	RE
Regulatory	RC
Social Services	SS
General Support	GS
Transportation	TR



Tools and Resources:
[Job Code Catalogs](#)



Sections

Home

How to Use the Toolkit

1 Introduction

2 Job Classification Structure

Structure Components

Job Structure Example

Job Families

Job Functions

Job Functions and Organization Structure

Job Series

Job and Position Descriptions

3 Career Planning

4 Compensation

5 PeopleSoft Functionality

6 Change Management/Communication

Job Functions

Across the State, each job falls into one of five organizational levels:

- Management
- Professional
- Technician
- Admin/Support

The function is reflected in the Job Code and the Job Description.

The chart below shows some sample jobs that would fall within each of these functions.

Job Function	Sample Jobs in This Function
Management (M)	Human Resources Manager, Finance Manager, Warden, Field Operations Manager, Parks Region Supervisor
Professional (P)	Accountant, Biologist, Attorney, Engineer, Pharmacist
Technician (T)	Licensed Practical Nurse (LPN), Electrician, Mechanic, Permit Inspector, Carpenter
Admin/Support (S)	Clerks, Data Processors, Maintenance Helpers, Housekeepers, Health Aides, Receptionist, Secretary, Administrative Assistant, Operations Specialist



Tools and Resources:

[Click here](#) to see a more detailed description of what defines each of these Job Functions.



Sections

Home

How to Use the Toolkit

1 Introduction

2 Job Classification
Structure

Structure Components

Job Structure Example

Job Families

Job Functions

Job Functions and
Organization Structure

Job Series

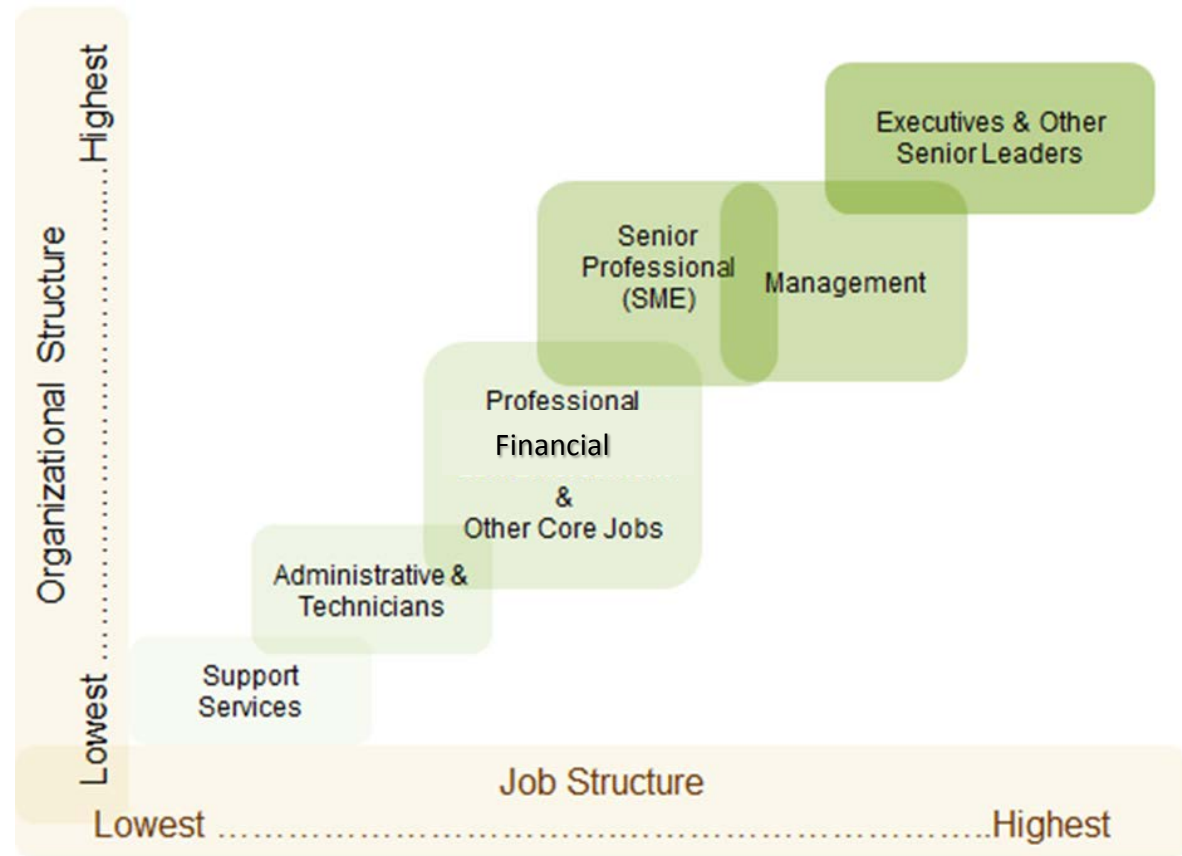
Job and Position
Descriptions

3 Career Planning

4 Compensation

5 PeopleSoft
Functionality6 Change Management/
Communication

Job Functions and the Organization Structure



Tools and Resources:

[Click here](#) to see a more detailed description of what defines each of these Job Functions.


Sections

Home

How to Use the Toolkit

1 Introduction

2 Job Classification Structure

Structure Components

Job Structure Example

Job Families

Job Functions

Job Functions and Organization Structure

Job Series

Job and Position Descriptions

3 Career Planning

4 Compensation

5 PeopleSoft Functionality

6 Change Management/Communication

Job Series

Across the State, job descriptions summarize the basic levels of responsibility and experience. Most descriptions are grouped into Job Series – representing different levels of responsibility and experience.

Job Title	Job Summary	Entry Qualifications
HR Generalist 1	Provides multiple human resources services in support of an organization. Responsible for daily transactions, recruitment, benefits, training and other human resource functions. Incumbents at this level may require additional training or experience to gain full proficiency in some or all of the job responsibilities.	Bachelor's degree in a related discipline and job related experience, or an Associate's degree in a related discipline and 2+ years performing job specific duties as described above. Basic proficiency level for all position required certifications, licenses, training, etc. preferred. When in the process of attaining required certifications, training, etc. the % complete may be considered, however completed, graduated and active status is preferred.
HR Generalist 2	Provides multiple human resources services in support of an organization. Responsible for daily transactions, recruitment, benefits, training and other human resource functions.	Bachelor's degree in a related discipline and 2+ years job specific experience or an Associate's degree in a related discipline and 2 plus years as a Level I in the same job series. Basic to Intermediate proficiency level for all position required certifications, licenses, training, etc. required.
HR Generalist 3	May supervise human resources functions, including compensation, benefits, recruitment, employee relations, and personnel/payroll transactions. May direct the work of transactions technicians and administrative staff.	Bachelor's degree in a related discipline and 4+ years job specific experience. Master's degree in a related discipline preferred. Advance proficiency level for all position required certifications, licenses, training, etc. required.
HR Generalist Spv	Oversees human resources functions, including compensation, benefits, recruitment, transactions, operations and employee relations in support of an organization. Develops and implements personnel policies consistent with overall agency objectives. Supervises and plans work of assigned staff.	Bachelor's degree in a related discipline and 6+ years job specific experience. Master's degree in a related discipline preferred. Advance proficiency level for all position required certifications, licenses, training, etc. required. In addition, prior experience 2+ years as a team lead or other supervisory role a plus.



Tools and Resources:

[Click here](#) to review a sample Job Series for the HR Generalist Job Series.



Sections

Home

How to Use the Toolkit

1 Introduction

2 Job Classification Structure

Structure Components

Job Structure Example

Job Families

Job Functions

Job Functions and Organization Structure

Job Series

Job and Position Descriptions

3 Career Planning

4 Compensation

5 PeopleSoft Functionality

6 Change Management/Communication

Job and Position Descriptions

Job descriptions summarize the basic levels of responsibility and experience, and show where the job falls in terms of job function and job series level, and pay grade. **The job description for each job code is accessible in PeopleSoft using the following navigation:**

Self Service > Job Description Report

Click [here](#) for an example of what you'll see in PeopleSoft.

You can customize position titles and descriptions to describe your specific agency positions – each **position** is still tied to an enterprise job description and job code. This allows your agency to have position titles and descriptions that incorporate agency specific functions.

**Possible positions within different agencies aligning with this JOB**

- HR Consultant
- Technical Recruiter
- Employee Relations Specialist

Note: *The Job Code Title and the Position Title may or may not be the same as is the case with the Human Resources Specialist*

**Tools and Resources:**

- [Accessing the Job Description Report in PeopleSoft](#)
- [Updating Position Titles in PeopleSoft](#)



Sections

[Home](#)[How to Use the Toolkit](#)[1 Introduction](#)[2 Job Classification Structure](#)[3 Career Planning](#)[Roles and Responsibilities](#)[PeopleSoft Functionality](#)[4 Compensation](#)[5 PeopleSoft Functionality](#)[6 Change Management/ Communication](#)

Career Planning

The updated job classification structure includes information that can help support conversations between you, hiring managers and employees about the opportunities for growth and development at the State.

Our first step toward creating more transparency about career opportunities involves using the Career Progression Chart in PeopleSoft.

The Career Progression Chart allows a conversation about the vertical progression in an individual's career based on current position. You can access these charts through PeopleSoft and share with hiring managers and/or employees.

In the future

We plan to develop a more automated way to assist managers and develop horizontal career progression. The job series is just the first step; as our career tools evolve, we will create guidelines for using information.



Sections

- Home
- How to Use the Toolkit
- 1 Introduction
- 2 Job Classification Structure
- 3 Career Planning Roles and Responsibilities**
- PeopleSoft Functionality
- 4 Compensation
- 5 PeopleSoft Functionality
- 6 Change Management/ Communication

Career Planning Roles and Responsibilities

The updated job classification structure includes information that can help support conversations between you, hiring managers and employees about the opportunities for growth and development at the State.

We share career information with:	So you can:	PeopleSoft Navigation
HR Leaders	<ul style="list-style-type: none"> • Support people managers and recruiting/talent management within your agencies • Respond to questions/coach employees on career opportunities 	Workforce Development > Career Planning > Prepare / Evaluate Career Plan > Career Progression Chart
Hiring Managers	<ul style="list-style-type: none"> • See your own career opportunities • Make good decisions for placement of new hires/existing employees in available roles – based on job descriptions and differentiated levels of responsibility • Coach employees on career opportunities • Create individual development plans as part of the performance management process to prepare employees for career opportunities 	Planned Future Functionality
Employees	<ul style="list-style-type: none"> • Understand that there are opportunities for career growth at your agency and the State • See/plan for what your career path might be (potential moves, needed experience, responsibilities) <ul style="list-style-type: none"> • Within your job family • Within your agency • Across the State 	Planned Future Functionality



Sections

- Home
- How to Use the Toolkit
- 1 Introduction
- 2 Job Classification Structure
- 3 Career Planning
 - Roles and Responsibilities
 - PeopleSoft Functionality
- 4 Compensation
- 5 PeopleSoft Functionality
- 6 Change Management/Communication

PeopleSoft Functionality

Viewing career paths within a **Human Resources** Job Series.

The screenshot shows the Oracle PeopleSoft interface for a Career Progression Chart. The main window is titled "Career Progression Chart" and displays a path for "Mgr, Human Resources". The path consists of three job options: "Mgr, Human Resources" (Career Move: 0, Job Option Number: 1), "Mgr 2, Human Resources" (Career Move: 1, Job Option Number: 1), and "Sr Mgr, Human Resources" (Career Move: 2, Job Option Number: 1). The interface includes a navigation pane on the right with sections for "Required Competencies" (listing Talent Management and Transformers of Government) and "Profile Comparisons". The Oracle logo is visible in the top left, and the browser status bar at the bottom indicates "Internet | Protected Mode: Off" and "100%" zoom.

Continued



Sections

- Home
- How to Use the Toolkit
- 1 Introduction
- 2 Job Classification Structure
- 3 Career Planning
 - Roles and Responsibilities
 - PeopleSoft Functionality
- 4 Compensation
- 5 PeopleSoft Functionality
- 6 Change Management/Communication

PeopleSoft Functionality (continued)

Viewing career paths within a **Financial** Job Series.

The screenshot displays the Oracle PeopleSoft interface for a Career Progression Chart. The main content area shows a horizontal flow of four job options: 'Mgr, Revenue' (Career Move: 0, Job Option Number: 1), 'Mgr 2, Revenue' (Career Move: 1, Job Option Number: 1), 'Sr Mgr, Revenue' (Career Move: 2, Job Option Number: 1), and 'Dir, Revenue' (Career Move: 3, Job Option Number: 1). The 'Mgr, Revenue' box is highlighted in yellow. To the right, a sidebar provides details for the selected job, including Business Unit (STATE - State of Georgia), Job Code (FIM020 - Mgr, Revenue), Required Competencies (Talent Management, Transformers of Government), and Profile Comparisons instructions.

Continued



Sections

- Home
- How to Use the Toolkit
- 1 Introduction
- 2 Job Classification Structure
- 3 **Career Planning**
 - Roles and Responsibilities
 - PeopleSoft Functionality
- 4 Compensation
- 5 PeopleSoft Functionality
- 6 Change Management/Communication

PeopleSoft Functionality (continued)

Viewing career paths within a **Law Enforcement** Job Series.

The screenshot shows the Oracle PeopleSoft interface for a Career Progression Chart. The main area displays a flowchart titled "Career Path - Approved/Official" with three boxes: "MCCD Lieutenant" (Career Move: 0, Job Option Number: 1), "MCCD Captain" (Career Move: 1, Job Option Number: 1), and "MCCD Major" (Career Move: 2, Job Option Number: 1). The right-hand panel provides details for the selected "MCCD Lieutenant" job, including Business Unit (STATE - State of Georgia), Job Code (PSM100 - MCCD Lieutenant), Required Competencies (Talent Management, Transformers of Government), and a section for Profile Comparisons.

Oracle

Home | Worklist | Add to Favorites | Sign out

New Window | Help | Customize Page |

Career Progression Chart

Business Unit: STATE State of Georgia
Job Code: PSM100 MCCD Lieutenant

Career Path - Approved/Official

MCCD Lieutenant

Career Move: 0
Job Option Number: 1

MCCD Captain

Career Move: 1
Job Option Number: 1

MCCD Major

Career Move: 2
Job Option Number: 1

- MCCD Lieutenant

Business Unit: STATE State of Georgia
Job Code: [PSM100 - MCCD Lieutenant](#)

Required Competencies

Competency Details	
Competency	Rating Description
Talent Management	
Transformers of Government	

[View Career Path Table](#)

Profile Comparisons

Select any other job in the career progression chart to perform a profile comparison between that job's profile and that of MCCD Lieutenant.

[Return to Search](#) [Previous in List](#) [Next in List](#)

Done Internet | Protected Mode: Off 100%



Sections

Home

How to Use the Toolkit

1 Introduction

2 Job Classification Structure

3 Career Planning

4 Compensation

Market-based Pay Structure

Salary Surveys

Comparing Pay Structures

Updated Pay Structure FY 2016

Law Enforcement Pay Structure FY 2016

Using the Pay Grades

5 PeopleSoft Functionality

6 Change Management/ Communication


Compensation Plan Model

The compensation plan model at the State has three guiding principles:

- Efficiency
- Compliance
- Equity

These guiding principles are accomplished through:

- Consistent pay administration across enterprise (*similar pay for similar jobs within the agency and across the State*)
- Providing a pay structure aligned with market research
- Flexibility towards agency-specific needs and critical jobs



Compensation Plan Model				
Compensation Objective	Compensation Policies	Compensation Techniques	Compensation Tools	Key Performance Indicators
Efficiency	Compensation Philosophy (Guiding principles that promotes understanding and consistency across the organization)	Total Rewards Philosophy that includes a pay philosophy	Philosophy Statements	- Agency Alignment - Overall Understanding - Consistency & Compliance - Seamless Administration
	External Competitiveness	- Relevant market salary surveys - Best Practice - Market based pay structure	Market Competitive Pay Structure (pay grades and salary ranges)	- Ability to attract and retain critical talent - Reduced hiring & turnover cost
	Internal Consistency (similar pay for similar jobs within the agency and across the state)	- Statewide Job Structure - Centralized job classification process - Administration guidelines - Compensable Factors	- Job families, career paths, defined competencies and skills - Consistent processes and guidelines	- Internal bench strength - Improved Performance Management - Improved workforce planning, focus on critical skills and competency gaps
Compliance	- State Personnel Board Rules - Agency Internal Policies - OPB Fiscal Policies	- Data Management & Reporting - Salary Administration Planning & Budgeting - Auditing, Consulting & Training	- Salary Administration Tool Kit - Best Practice Literature - HR Audits - FAQ's - Training Material	- Audit Results - Semi-annual compensation analysis & equity review - Salary administration budget planning
Equity	Employee Experience: skills, competencies and contribution	- Performance & Contribution - Career Development - Employee Engagement programs	- Career Paths - Information Websites - Performance Management programs - Rewards & Recognition programs	- Internal promotion to key roles vs. External hires - Voluntary turnover rates - Retention of employees with critical skills and in core jobs - Retention of "High Potential"



Tools and Resources:
View the full [Compensation Plan Model](#).

Print



Sections

Home

How to Use the Toolkit

1 Introduction

2 Job Classification Structure

3 Career Planning

4 Compensation

Market-based Pay Structure

Salary Surveys

Comparing Pay Structures

Updated Pay Structure FY 2016

Law Enforcement Pay Structure FY 2016

Using the Pay Grades

5 PeopleSoft Functionality

6 Change Management/ Communication

Market-based Pay Structure

Market – What does it mean and how does the State use it?

- The **market value** for a job is an important factor used to determine the appropriate pay grade for a given job.
- Market value is determined by using data collected in reputable **salary surveys** which meet compensation best practices. **Note:** Salary.com and glassdoor.com use employee self reported data and do not meet best practice standards.
- The market value is a target, but many other factors are considered in determining the appropriate level of compensation for an individual employee.

Our goal is to have most employees in a pay grade fairly close to the market value for that grade.

- **Salary administration policies and practices** determine an employee's actual pay. The salary grades are ranges that can be used along with agency specific pay policies and practices to pay employees appropriately.
- **Internal equity** and **budget** are two other important factors that have a strong influence on how the State pays employees.

As budget and internal equity permits, most new employees should be brought in somewhere between the minimum and market value.

Applying data from salary surveys to the updated pay structure:

- The salary surveys provide a median salary data point. This data point is used to represent **market**, as it tends to not be impacted by outliers (extreme lows and highs).
- The median salary data point is assumed to represent the pay for an employee who is fully proficient in the job (usually around 3-5 years of experience in that job) and is fully meeting (or exceeding) performance expectations.
- The State uses the **market median** to build ranges for a pay grade. Each pay grade includes a wide variety of jobs that have similar market values.
- Each pay grade has a **minimum, a maximum and a point in between** that corresponds with the average market for jobs in that grade.
- The identified market value for a salary grade is typically close to the mathematical midpoint for the range, but adjustments may be made to a range to meet business needs.



Sections

- Home
- How to Use the Toolkit
- 1 Introduction
- 2 Job Classification Structure
- 3 Career Planning
- 4 Compensation
 - Market-based Pay Structure
 - Salary Surveys
 - Comparing Pay Structures
 - Updated Pay Structure FY 2016
 - Law Enforcement Pay Structure FY 2016
 - Using the Pay Grades
- 5 PeopleSoft Functionality
- 6 Change Management/ Communication

Salary Surveys

Market value is determined by using data collected in reputable **salary surveys** which meet compensation best practices. Listed below are several of the surveys that the State uses to develop and maintain the pay structure.

State of Georgia Market Salary Surveys	
Towers Watson CSR General Industry Reports <ul style="list-style-type: none"> Office and Business Support Technical Support & Production Professional (Technical & Operations) Professional (Administrative & Sales) Supervisory and Middle Mgmt Top Mgmt 	Towers Watson Healthcare <ul style="list-style-type: none"> Clinical & Professional Administrative & Support Executive & Management
Mercer Metropolitan Benchmark Database (Administration, Customer Service, Finance, IT, HR, Insurance, and other areas)	Georgia Hospital Association Survey (Healthcare within the State of Georgia)
Mercer-Gartner IT Comp Survey	Book of States (State Leadership Roles)
Aon-Hewitt HOT High Demand IT Skills Comp Survey U.S.	American Federation of Teachers Survey (Science, Finance, HR, Accounting, Health, Social, Professional-Tech related)
Compdata – Not-for-profit SE & National region (Construction, Engineering, Finance, Food Service, IT, Materials Management, and other areas)	National Compensation Association of State Governments Pay Practices Survey (Variety of Government functions)
Compdata Healthcare	Towers Watson – General Industry Salary Budget Survey – U.S. (Salary budget survey)
Dietrich Surveys (Architectural, Engineering Executive, Spring Engineering, Spring Drafting & Design, Construction, Science & Lab Support, Support Services, Fall Engineering, Fall Drafting & Design)	Atlanta Regional Commission (Administrative, Law Enforcement, Natural Resources, Facilities, and more)
	Department of Community Affairs (Law Enforcement, Administrative, Construction, IT, and more)
	Bureau of Labor Statistics (Wide variety of jobs covering most functional areas)



Tools and Resources:
[Comprehensive List of Salary Surveys](#)



Sections

Home

How to Use the Toolkit

1 Introduction

2 Job Classification Structure

3 Career Planning

4 Compensation

Market-based Pay Structure

Salary Surveys

Comparing Pay Structures

Updated Pay Structure FY 2016

Law Enforcement Pay Structure FY 2016

Using the Pay Grades

5 PeopleSoft Functionality

6 Change Management/ Communication

Comparing Pay Structures

To update the pay structure, the State reviewed:

- External market
- Budget considerations
- Internal equity among similar positions

Please note: the pay structure is an entirely new pay structure and has no correlation to the old pay structure.

FY 2009 Pay Structure		FY 2016 Pay Structure	
<ul style="list-style-type: none"> • No clear career progression • Fixed, static range widths and too many pay grades • More range overlap • Encourages random pay grade assignments 	<ul style="list-style-type: none"> • Encourages arbitrary job assignments • Results in varying pay grade assignments for same job duties • Inability to adapt pay to career level 	<ul style="list-style-type: none"> • Clear hierarchy of advancement • Fewer pay grades, less salary overlap • Reflects competitive market job pricing + internal equity • Better fit to best practices given wide spectrum of public jobs 	<ul style="list-style-type: none"> • Easier salary administration due to standardization • Eliminates arbitrary pay grade selections and controls payroll cost due to less pay grade compression • Increases State's competitiveness due to market updates



Sections

Home

How to Use the Toolkit

1 Introduction

2 Job Classification Structure

3 Career Planning

4 Compensation

Market-based Pay Structure

Salary Surveys

Comparing Pay Structures

Updated Pay Structure FY 2016

Law Enforcement Pay Structure FY 2016

Using the Pay Grades

5 PeopleSoft Functionality

6 Change Management/ Communication

Updated Statewide Distribution Pay Structure FY 2016

New Grade	Minimum	Market Average	Maximum
A	\$15,080	\$20,346	\$23,499
B	\$16,000	\$21,973	\$25,379
C	\$16,919	\$24,170	\$27,917
D	\$18,611	\$26,588	\$31,639
E	\$20,472	\$29,246	\$34,803
F	\$22,520	\$32,171	\$38,283
G	\$24,772	\$35,388	\$43,350
H	\$27,249	\$38,927	\$47,685
I	\$29,974	\$42,819	\$52,454
J	\$32,971	\$47,101	\$57,699
K	\$36,268	\$51,812	\$63,469
L	\$40,983	\$58,547	\$71,720
M	\$46,311	\$66,158	\$81,044
N	\$52,331	\$74,759	\$91,579
O	\$59,134	\$84,477	\$103,485
P	\$66,822	\$95,459	\$116,938
Q	\$75,508	\$107,869	\$132,140
R	\$85,325	\$121,892	\$149,318
S	\$96,417	\$137,738	\$168,729
T	\$108,951	\$155,644	\$190,664



Tools and Resources:

View a printer-friendly version of the [Statewide Distribution Pay Structure](#).

What Changed?

FY 2009	FY 2016
<ul style="list-style-type: none"> Numeric Grades Range Spread: 54% - 75% Market Average: 6.73% - 10.55% 	<ul style="list-style-type: none"> Alpha Grades Range Spread: 65% - 75% Market Average: 10% - 13%



Sections

Home

How to Use the Toolkit

1 Introduction

2 Job Classification Structure

3 Career Planning

4 Compensation

Market-based Pay Structure

Salary Surveys

Comparing Pay Structures

Updated Pay Structure FY 2016

Law Enforcement Pay Structure FY 2016

Using the Pay Grades

5 PeopleSoft Functionality

6 Change Management/ Communication

New Law Enforcement Pay Structure FY2016

New Grade	LE Minimum	Market Average	LE Maximum
LC	\$18,916	\$22,699	\$30,265
LD	\$20,561	\$24,673	\$32,897
LE	\$22,348	\$26,818	\$36,875
LF	\$24,292	\$29,150	\$41,296
LG	\$26,991	\$32,389	\$45,884
LH	\$29,690	\$35,628	\$50,473
LI	\$32,659	\$39,191	\$55,520
LJ	\$35,925	\$43,110	\$62,868
LK	\$39,877	\$47,852	\$69,784
LL	\$44,263	\$53,116	\$77,460
LM	\$49,132	\$58,958	\$85,981
LN	\$54,536	\$65,444	\$95,439
LO	\$61,081	\$73,297	\$106,891
LP	\$68,410	\$82,093	\$119,718
LQ	\$76,620	\$91,944	\$134,084
LR	\$85,814	\$102,977	\$150,175
LS	\$96,112	\$115,334	\$168,196

FY 2016

- Alpha Grades
- Range Spread: 60% - 75%
- Market Average: 8% - 12%



Tools and Resources:

View a printer-friendly version of the [Law Enforcement Pay Structure](#).

Sections

Home

How to Use the Toolkit

1 Introduction

2 Job Classification
Structure

3 Career Planning

4 Compensation

Market-based Pay
Structure

Salary Surveys

Comparing Pay
StructuresUpdated Pay Structure
FY 2016Law Enforcement Pay
Structure FY 2016

Using the Pay Grades

5 PeopleSoft
Functionality6 Change Management/
Communication

Using Pay Grades to Determine Employee Compensation

When new people are hired or employees move to new positions, base salary is determined by a job's assigned grade. HR Leaders and managers make decisions on where a person belongs in the base salary range for their grade based on a number of factors:

- Years of experience
- Level of competence
- Job complexity
- Length of time in the role
- Individual performance
- Anticipated contribution to the job

A job's salary range generally looks like this:



Tools and Resources:

Use the [Pay Administration Guidelines](#) to help you think through pay decisions.



Sections

Home

How to Use the Toolkit

1 Introduction

2 Job Classification
Structure

3 Career Planning

4 Compensation

5 PeopleSoft
Functionality

Profile Manager

Job Description Report

Career Progression
Charts

Position Titles

6 Change Management/
Communication

PeopleSoft Functionality — Profile Manager

Profiles are widely used by organizations to describe the attributes of jobs or individuals. Profiles summarize the competencies, qualifications and skills of a job or a person. The power of **Profiles** lies in the ability to perform fit/gap analyses and take action accordingly.

In PeopleSoft HCM, there are the following types of Profiles:

- **Job Profiles** – A job profile identifies the desired capabilities and proficiency levels required for someone to succeed in a particular role. **Job Profiles** are being implemented as part of the **JCCP Project** and will consist of the **Job Competencies, Responsibilities and Minimum Qualifications**.
- **Employee Profiles** – An employee's profile identifies the person's skills, experience, behavioral attributes, knowledge. **Employee Profiles** will be implemented as part of future functionality.

Profile Matching

You can compare job and employee profiles to identify similarities and gaps between job and employee attributes for **career and succession planning** and **employee development**.



Tools and Resources:

[Accessing PeopleSoft Profile Manager](#)

Sections

Home

How to Use the Toolkit

1 Introduction

2 Job Classification
Structure

3 Career Planning

4 Compensation

5 PeopleSoft
Functionality

Profile Manager

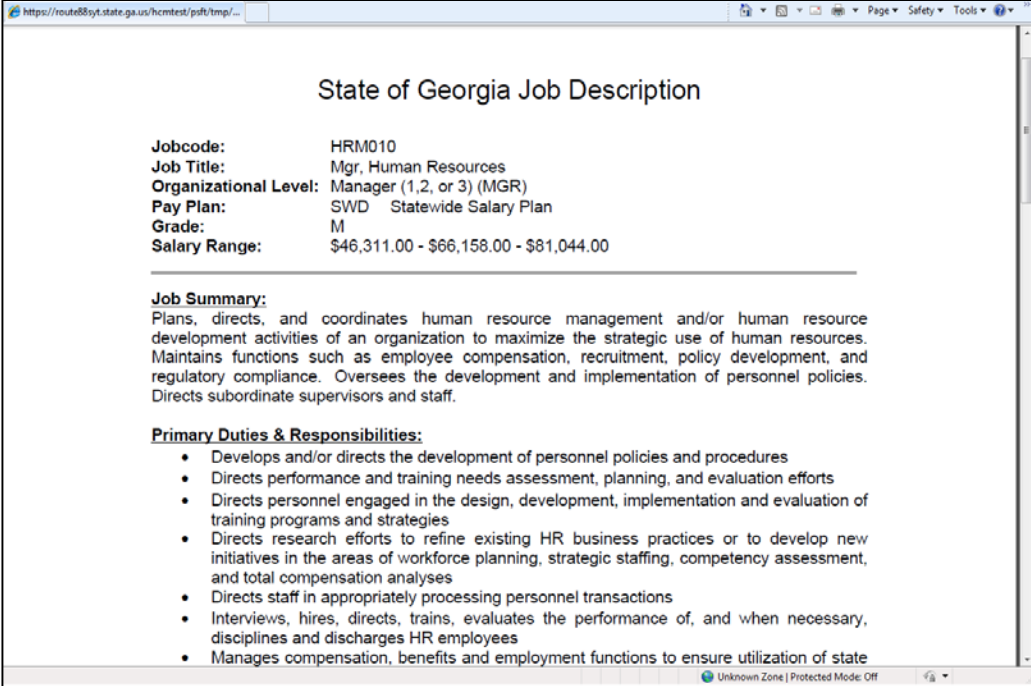
Job Description
ReportCareer Progression
Charts

Position Titles

6 Change Management/
Communication

Job Description Report

As of January 1, 2016, full job descriptions will be available directly in the PeopleSoft HCM System and will no longer be accessible from the DOAS Website.



The screenshot displays a web browser window with the URL <https://route88nyt.state.ga.us/hcmtest/pdf/tmp/...>. The page title is "State of Georgia Job Description". The content includes the following details:

Jobcode:	HRM010
Job Title:	Mgr, Human Resources
Organizational Level:	Manager (1,2, or 3) (MGR)
Pay Plan:	SWD Statewide Salary Plan
Grade:	M
Salary Range:	\$46,311.00 - \$66,158.00 - \$81,044.00

Job Summary:
Plans, directs, and coordinates human resource management and/or human resource development activities of an organization to maximize the strategic use of human resources. Maintains functions such as employee compensation, recruitment, policy development, and regulatory compliance. Oversees the development and implementation of personnel policies. Directs subordinate supervisors and staff.

Primary Duties & Responsibilities:

- Develops and/or directs the development of personnel policies and procedures
- Directs performance and training needs assessment, planning, and evaluation efforts
- Directs personnel engaged in the design, development, implementation and evaluation of training programs and strategies
- Directs research efforts to refine existing HR business practices or to develop new initiatives in the areas of workforce planning, strategic staffing, competency assessment, and total compensation analyses
- Directs staff in appropriately processing personnel transactions
- Interviews, hires, directs, trains, evaluates the performance of, and when necessary, disciplines and discharges HR employees
- Manages compensation, benefits and employment functions to ensure utilization of state



Tools and Resources:

[Accessing Job Descriptions in PeopleSoft](#)


Sections

Home

How to Use the Toolkit

1 Introduction

2 Job Classification
Structure

3 Career Planning

4 Compensation

5 PeopleSoft
Functionality

Profile Manager

Job Description Report

Career Progression
Charts

Position Titles

6 Change Management/
Communication

Career Progression Charts

Our first step toward creating more transparency about career opportunities involves using the Career Progression Chart in PeopleSoft. The Career Progression Chart allows a conversation about the vertical progression in an individual's career based on current position. You can access these through PeopleSoft and share with hiring managers and/or employees. In the future, we plan to develop a more automated approach to assist managers and develop horizontal career progression.

The screenshot displays the Oracle PeopleSoft Career Progression Chart interface. The main content area shows a career path for 'Approved/Official' with three steps:

- Mgr, Human Resources**: Career Move: 0, Job Option Number: 1
- Mgr, Human Resources**: Career Move: 1, Job Option Number: 1
- Sr. Mgr, Human Resources**: Career Move: 2, Job Option Number: 1

The right sidebar provides details for the selected position:

- Business Unit:** STATE - State of Georgia
- Job Code:** HRM010 - Mgr, Human Resources
- Required Competencies:**

Competency	Rating	Description
Talent Management		
Transformers of Government		
- Profile Comparisons:** Select any other job in the career progression chart to perform a profile comparison between that job's profile and that of Mgr, Human Resources.

Navigation buttons at the bottom include 'Return to Search', 'Previous in List', and 'Next in List'.



Tools and Resources:

[Accessing Career Progression Charts in PeopleSoft](#)



Sections

Home

How to Use the Toolkit

1 Introduction

2 Job Classification
Structure

3 Career Planning

4 Compensation

5 PeopleSoft
Functionality

Profile Manager

Job Description Report

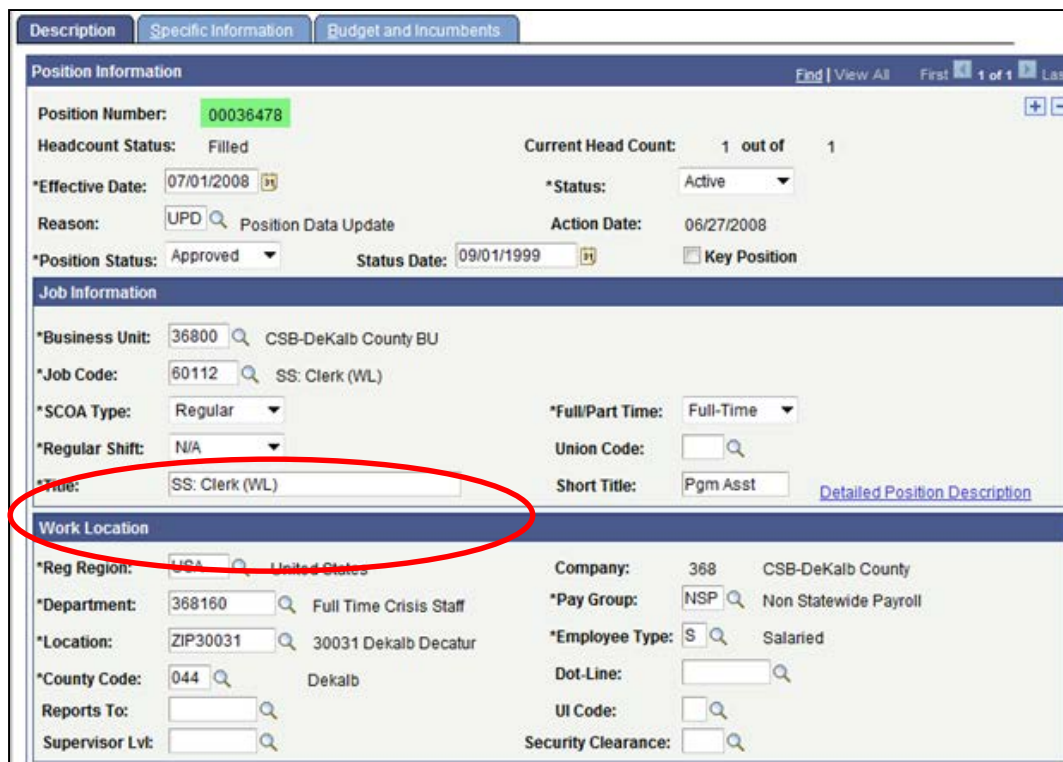
Career Progression
Charts

Position Titles

6 Change Management/
Communication

Position Titles

Agencies can customize position titles and descriptions to describe specific agency positions – each **position** is still tied to an enterprise job description and job code. This allows agencies to have position titles and descriptions that incorporate agency specific functions.



Position Information	
Position Number:	00036478
Headcount Status:	Filled
*Effective Date:	07/01/2008
Reason:	UPD Position Data Update
*Position Status:	Approved
Status Date:	09/01/1999
*Status:	Active
Action Date:	06/27/2008
*Key Position:	<input type="checkbox"/>
Job Information	
*Business Unit:	36800 CSB-DeKalb County BU
*Job Code:	60112 SS: Clerk (WL)
*SCOA Type:	Regular
*Regular Shift:	N/A
*Title:	SS: Clerk (WL)
*Full/Part Time:	Full-Time
Union Code:	
Short Title:	Pgm Asst
Work Location	
*Reg Region:	USA United States
*Department:	368160 Full Time Crisis Staff
*Location:	ZIP30031 30031 Dekalb Decatur
*County Code:	044 Dekalb
Reports To:	
Supervisor Lvl:	
Company:	368 CSB-DeKalb County
*Pay Group:	NSP Non Statewide Payroll
*Employee Type:	S Salaried
Dot-Line:	
UI Code:	
Security Clearance:	



Tools and Resources:

[Updating Position Titles in PeopleSoft](#)

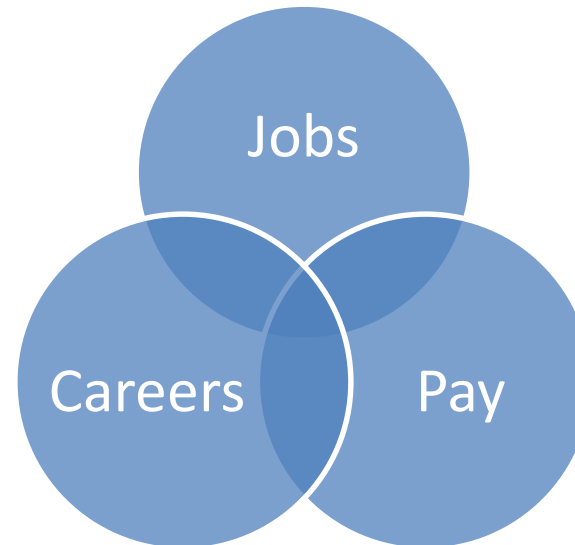

Sections

[Home](#)[How to Use the Toolkit](#)[1. Introduction](#)[2 Job Classification
Structure](#)[3 Career Planning](#)[4 Compensation](#)[5 PeopleSoft
Functionality](#)[6 Change Management/
Communication](#)[Our Objectives](#)[Roles and
Responsibilities](#)[Recommended
Strategy](#)

- Educate HR Staff & Agency Leadership
- Prepare Managers
- Share Employee Data Sheets with Employees

Our Objectives for Communicating about Jobs, Careers and Pay

- Managers understand rationale and how to apply the structures to their day-to-day decisions about pay, people, jobs
- Managers are equipped to have effective conversations with employees about pay and job decisions and career opportunities, and link that to the overall value of working for the State
- Employees know how their jobs fit into the overall structure and what that means to them personally in terms of pay and career opportunities
- Employees gain a better understanding of the value of working for the State



Sections

Home

How to Use the Toolkit

1. Introduction

2 Job Classification
Structure

3 Career Planning

4 Compensation

5 PeopleSoft
Functionality6 Change Management/
Communication

Our Objectives

Roles and
ResponsibilitiesRecommended
Strategy

- Educate HR Staff & Agency Leadership
- Prepare Managers
- Share Employee Data Sheets with Employees

Communication Strategy Roles and Responsibilities

Role	Responsibilities	Resources
DOAS, HRA	<ul style="list-style-type: none"> • Provide communication tools and resources • Educate and support agency HR Leaders on job classification structure and pay structure changes • Provides support 	<ul style="list-style-type: none"> • HRA Help Desk • Compensation Analyst • HR Leader Toolkit
HR Leaders	<ul style="list-style-type: none"> • Manage and communicate change at agency level • Communicate PeopleSoft system changes to ensure accurate data entry • Educate agency hiring managers on guidelines for jobs and pay decisions • Support ongoing job classification structure/pay programs at agency level 	<ul style="list-style-type: none"> • HR Leader Toolkit (program information, guidelines, templates to support employee and manager communication)
Hiring Managers	<ul style="list-style-type: none"> • Share employee data sheet with employees to communicate pay guidelines and career opportunities • Use job classification and pay structures consistently 	<ul style="list-style-type: none"> • HR Leader Toolkit (Manager Talking Points) • Career path example handouts, FAQs and employee communication templates • Personalized Employee Data Sheets



Sections

Home

How to Use the Toolkit

1. Introduction

2 Job Classification
Structure

3 Career Planning

4 Compensation

5 PeopleSoft
Functionality6 Change Management/
Communication

Our Objectives

Roles and
ResponsibilitiesRecommended
Strategy

- Educate HR Staff & Agency Leadership
- Prepare Managers
- Share Employee Data Sheets with Employees

Recommended Communication Strategy for Job Classification and Pay Structure Changes

The strategy we're recommending represents best practice, and offers you some flexibility for shaping the communication to meet your agency needs.

Step 1: Educate Agency HR Staff and Leadership to Create Awareness of Changes

- To gain support for change and ongoing support for consistent job and pay administration, share information in advance – through briefings and copies of any manager or employee communications. The Manager Talking Points and [FAQs](#) offer convenient ways to keep the message consistent.

Step 2: Prepare Managers to Support the Rollout

- **Email to hiring managers** to provide an overview of what's changing with the job classification and pay structures, discuss the managers' role in rolling out change, and share the tools that will support them.
- **One-on-one sessions with managers** to review data showing the impact of change on the manager (as an employee) and to review the Employee Data Sheets provided by HRA. Click [here](#) for a Sample Employee Data Sheet.

Step 3: Share Personalized Employee Data Sheets with Employees

- Provide a high level overview of changes to all employees/groups of employees via email and/or group meetings.
- The toolkit includes a template for creating an Email/Letter to Employees and Manager Talking Points a manager could use in a group session.
- **Email to employees** to explain the job classification structure change and review the individual employee's Employee Data Sheet (provided by HRA no later than July 2014). Each employee will learn about his or her pay grade and title – and what it means on an individual level.
- **Note:** *Although this is the recommended approach, it is each agency's decision on how to communicate with employees.*



Sections

[Home](#)[How to Use the Toolkit](#)[1. Introduction](#)[2 Job Classification
Structure](#)[3 Career Planning](#)[4 Compensation](#)[5 PeopleSoft
Functionality](#)[6 Change Management/
Communication](#)[Our Objectives](#)[Roles and
Responsibilities](#)[Recommended
Strategy](#)

- [Educate HR Staff & Agency Leadership](#)
- Prepare Managers
- Share Employee Data Sheets with Employees

Step 1: Educate Agency HR Staff and Leadership to Create Awareness of Changes

Objective: Share information in advance with HR Staff and Leadership

To gain support for change and ongoing support for consistent job and pay administration, share information in advance – through briefings and copies of any manager or employee communications. The Manager Talking Points and [FAQs](#) offer convenient ways to keep the message consistent.



Tools and Resources:

- [Communication Tools & Templates](#)

Sections

[Home](#)[How to Use the Toolkit](#)[1. Introduction](#)[2 Job Classification
Structure](#)[3 Career Planning](#)[4 Compensation](#)[5 PeopleSoft
Functionality](#)[6 Change Management/
Communication](#)[Our Objectives](#)[Roles and
Responsibilities](#)[Recommended
Strategy](#)

- Educate HR Staff & Agency Leadership
- **Prepare Managers**
- Share Employee Data Sheets with Employees

Step 2: Prepare Hiring Managers to Support Change

Objective: Equip managers to support new job classification/pay structure and have effective conversations with employees

Suggested Meeting Options:

- I. **Email to hiring managers** to provide an overview of what's changing with the job and pay structures, discuss the managers' role in rolling out change and share the tools that you have to support them.
- II. **One-on-one sessions with managers** to review data showing the personal impact of change on the manager (as an employee) and his/her direct reports and to review the Employee Data Sheets. Click [here](#) for a Sample Employee Data Sheet.
- III. **Provide managers with talking points** for use in regular team meetings or in response to employee questions that arise from agency wide e-mail to employees announcing changes.



Tools and Resources:

- [Communication Tools & Templates](#)
- [Sample Employee Data Sheet](#)

Sections

Home

How to Use the Toolkit

1. Introduction

2 Job Classification
Structure

3 Career Planning

4 Compensation

5 PeopleSoft
Functionality6 Change Management/
Communication

Our Objectives

Roles and
ResponsibilitiesRecommended
Strategy

- Educate HR Staff & Agency Leadership
- Prepare Managers
- **Share Employee Data Sheets with Employees**

Step 3: Share Employee Data Sheets with Employees

Objective: Set the stage for discussions about the new job classification and pay structures (lets the agency deliver clear, unified message/set expectations for everyone)

Share Employee Data Sheets with each employee to touch on:

- Updated job classification and pay structures, State's philosophy, and what this means to employees
- Employee's job title, job code and pay grade

Suggested Communication Options:

- I. Email to all employees with Employee Data Sheets to:
 - Provide a high level overview of work that State/Agencies have been involved in to update the job classification structure – rationale and what it means to employees
 - Managers share Employee Data Sheets with employees specifically to address pay structure changes
- II. Include pay and pay structure discussion in the Performance Management Process.



Tools and Resources:

- [Communication Tools & Templates](#)
- [Sample Employee Data Sheet](#)



Sections

Home

How to Use the Toolkit

1 Introduction

2 Job Classification
Structure

3 Career Planning

4 Compensation

5 PeopleSoft
Functionality6 Change Management/
Communication

Glossary

This translates some common terms used in talking about our job classification structure and compensation program from “Comp-Speak” to plain English.

Term	Definition
Career Path	How a person might move forward in his/her career with the State. Today, a job series may be shared to show how an employee might grow based on current job/job family. For example, a Budget Analyst 1 could move through levels 2, 3 and 4 – based on added experience and responsibility.
Job Code	At the enterprise level, all jobs are assigned a job code that identifies job family, job function, job series and job series level. Job codes are consistent across all agencies.
Job Description	At the enterprise level, a job description summarizes the basic responsibilities/duties of the job and the qualifications for the job.
Job Family	A group of jobs that shares specific occupational focus – people working in a job family are often in different agencies.
Job Function	Job function reflects the type of job – management, professional, analyst, technician or admin/support.
Job Series	Each job family has a number of job series , based on work focus/responsibilities. For example, in Finance, you will see a distinct job series for budget analysis. Within each job series, there are different levels – for example, the budget analyst role has four distinct levels in its series.

Continued

Sections

Home

How to Use the Toolkit

1 Introduction

2 Job Classification
Structure

3 Career Planning

4 Compensation

5 PeopleSoft
Functionality6 Change Management/
Communication

Glossary (continued)

This translates some common terms used in talking about our job classification structure and compensation program from “Comp-Speak” to plain English.

Term	Definition
Job Series Level	Progression levels within the job series based on experience and responsibilities and reflect the organization unique structure.
Job Title/ Position Title	At the enterprise level, each job has a job title . Agencies may also assign a position title that is more relevant to the employee’s work.
Market Average	The comparable rate for a skill set based on a blended evaluation of external salary surveys.
Position	The lowest level of the job classification structure. At the position level, specific job responsibilities, task and assignments are grouped together at the department and/or individual level. It is not unusual for the employee’s position title to be different from the job title as this can be more specific to the actual task the employee is performing.
Position Description	A position description is a version of the State’s job description, customized to reflect the job responsibilities/duties and qualifications for a specific agency.
Pay Grade	Each job is assigned to a pay grade based on the job’s content (responsibilities, qualifications) compared to the market rate.



Sections

[Home](#)[How to Use the Toolkit](#)[1 Introduction](#)[2 Job Classification Structure](#)[3 Career Planning](#)[4 Compensation](#)[5 PeopleSoft Functionality](#)[6 Change Management/ Communication](#)

Frequently Asked Questions (FAQs)

We have created a list of frequently asked questions. The questions are organized by category; you can page through the list or click on one of the topics below:

- [Upcoming Changes](#)
- [Job Classification Structure](#)
- [Job and Position Descriptions](#)
- [Compensation](#)

Have a question that's not answered here?

If you have questions that are not included in the toolkit, you may **contact HRA at compensation@doas.ga.gov**. We plan to add to this FAQ as we begin using the toolkit and rolling out change to the State agencies and entities you support.

Continued



Sections

[Home](#)[How to Use the Toolkit](#)[1 Introduction](#)[2 Job Classification Structure](#)[3 Career Planning](#)[4 Compensation](#)[5 PeopleSoft Functionality](#)[6 Change Management/ Communication](#)

FAQs (continued)

Upcoming Changes

Why is the State updating its job classification and pay structures?

We are updating our job classification and pay structures to ensure that we have the right foundation in place to support programs that are competitive, consistent and compliant with our policies. The changes will also help us manage our talent needs efficiently and effectively. We see this as the start to providing a clearer view of what your career path might look like at the State.

Who provided input to this update process?

The Department of Administrative Services (DOAS) led initiatives to help update the job and pay structures. HR Leaders, agencies and communities of interest all had input.

What changes for me as a result of these updates?

You will have a new job code and pay grade. Your job responsibilities and pay will not change as the result of these structure updates. With the job classification structure update, we have created clear levels that mark growth in responsibilities and expertise, so there's a job series for each job that shows how you can progress in your career.

When does the updated job classification structure and pay structure take effect?

Both will be implemented effective July 1, 2014.

Will my salary change as a result of my new job code and pay grade?

No, your salary will not change as a result of implementing the new job codes and pay grades.

My salary is below the minimum for my salary range. Will I be brought up to minimum?

Agencies will monitor and address salary changes within their budget constraints.

My salary is above the maximum for my salary range. Will I be brought down to maximum?

The implementation of the new structure will not result in your pay changing. While agencies may establish their own salary administration policies and practices, implementation of this structure will not have any impact on your current pay.

Continued

Sections

[Home](#)[How to Use the Toolkit](#)[1 Introduction](#)[2 Job Classification Structure](#)[3 Career Planning](#)[4 Compensation](#)[5 PeopleSoft Functionality](#)[6 Change Management/ Communication](#)

FAQs (continued)

Upcoming Changes

What is a pay grade?

Each job is assigned to a pay grade based on the job's content (responsibilities, qualifications) compared to the market rate. Pay grades are linked to a salary range in the Statewide Distribution (SWD) pay structure. Each job is assigned to a grade based on the value of similar jobs in the external marketplace and across the State's agencies.

Are all pay grades changing?

Yes, everyone's pay grade will change in 2014. That's because the State has simplified the Statewide Distribution pay structure and created more differentiation (less overlap) between the salary ranges associated with each grade. This means jobs at different levels have more distinct differences in salary opportunities. The pay structure is also moving from numeric to alphabetical pay grades – reinforcing the fact that all the pay grades are new.

Is my new pay grade higher or lower than my current pay grade?

The new pay grades are structured to be alphabetical rather than numerical – and we have fewer pay grades than in the past, so there's not a clear comparison between your old and new pay grades.

Why is the State changing the pay grades?

The overlap in the existing salary ranges makes it hard to determine which pay grade to use for some of our positions. In our review, we found that similar jobs were assigned to more than one pay grade – resulting in different pay in different agencies for what was virtually the same job. The new grades allow for clearer distinction in salary ranges. We are moving from a numeric to an alpha pay grade to reinforce the fact that all the pay grades are new.

How can I learn more about my career path opportunities?

Please consult with your supervisor or HR Department. After the July 1 implementation is complete, you will have access to additional job information through the DOAS website. Information will include identification of career paths within each job series, as applicable.

Continued

Sections

[Home](#)[How to Use the Toolkit](#)[1 Introduction](#)[2 Job Classification Structure](#)[3 Career Planning](#)[4 Compensation](#)[5 PeopleSoft Functionality](#)[6 Change Management/ Communication](#)

FAQs (continued)

Job Classification Structure

What are the key elements of the job classification structure?

- **Job Family** ... Job families are the broadest category used to organize jobs – they represent “industry areas” and often cut across agencies
- **Job Series** ... Each job family may include several job series – each including similar duties or responsibilities, and requiring similar experience or competencies
- **Job Descriptions** ... outlining the job’s basic responsibilities/duties and qualifications
- **Job Function** (Management, Professional, Analyst, Technician, or Admin/Support) and **Job Series Level** ...the levels in a job series give you an idea of how your career path could look
- **Job Title** (basic name for job and a code that identifies job family, function, sub-function)

What are the benefits of using a job classification structure?

Using a job classification structure:

- Establishes the principle of equal pay for substantially equal work
- Provides a tool for organizing the work and identifying the knowledge and skills needed to accomplish an organization’s mission
- Assists in management activities – things like recruiting, designing an organization, setting performance standards
- Offers a basis for recruiting, placing, compensating, training, reassigning and promoting employees

Continued



Sections

[Home](#)[How to Use the Toolkit](#)[1 Introduction](#)[2 Job Classification Structure](#)[3 Career Planning](#)[4 Compensation](#)[5 PeopleSoft Functionality](#)[6 Change Management/ Communication](#)

FAQs (continued)

Job and Position Descriptions

What's the difference between a "job" and a "position"?

- "Jobs" are established at the State level – to outline core responsibilities/duties and qualifications for jobs at similar levels with similar focus. They provide a foundation for managing career opportunities and pay in a consistent way across all State entities.
- "Positions" exist at the agency level – to provide a way for agencies to describe the specific responsibilities and experience required for a job within the agency. Each agency "position" relates back to a "job" and a job code at the State level.

For example: The State has a General Office Clerk job. That job relates to a variety of agency positions – each with some unique responsibilities and experience related to the agency.

Do job and position descriptions just focus on responsibilities/duties and qualifications?

Job and position descriptions also include information about job function and job series level, job code and pay grade.

How are job and position descriptions used?

Job and/or position descriptions are used in recruiting, in the performance management process, and in having discussions with employees about career opportunities. Job descriptions and job codes are also used to price the value of a job for pay purposes. Each job code is linked to a pay grade in the pay structure.

Continued



Sections

[Home](#)[How to Use the Toolkit](#)[1 Introduction](#)[2 Job Classification Structure](#)[3 Career Planning](#)[4 Compensation](#)[5 PeopleSoft Functionality](#)[6 Change Management/ Communication](#)

FAQs (continued)

Compensation

Why does the State have a Statewide Distribution pay structure?

Our pay structure defines the range of base salary possibilities for a job, and ensures that we value jobs in a way that is competitive in the marketplace, and consistent across the enterprise.

What is a pay grade?

Each job is assigned to a pay grade based on the job's content (responsibilities, qualifications) compared to the market rate. Pay grades are linked to a salary range in the Statewide Distribution (SWD) pay structure. Each job is assigned to a grade based on the value of similar jobs in the external marketplace and across the State's agencies.

How does the State assign jobs to pay grades?

Jobs are assigned to pay grades based on a review of:

- External value of jobs – based on similar positions in comparable public entities, private companies (as appropriate), and regional market factors
- Internal job value – to ensure consistent, equitable administration of pay across the organization

How do I determine the appropriate hiring rate for a position at my agency?

Each position at the agency level is tied into a job code and a pay grade at the State level. That pay grade provides you with the salary range for that position. Each pay grade has a minimum, a maximum and a point in between that corresponds with the average market for jobs in that grade. The State, like most organizations, allows flexibility for setting a new employee's pay rate based on market conditions and/or the new employee's credentials. Generally, new employees are hired between the minimum and market value – closer to the minimum when not fully competent or proficient in the job, closer to the market value when fully competent and proficient.



Sections

Home

How to Use the Toolkit

1 Introduction

2 Job Classification Structure

3 Career Planning

4 Compensation

5 PeopleSoft Functionality

6 Change Management/Communication

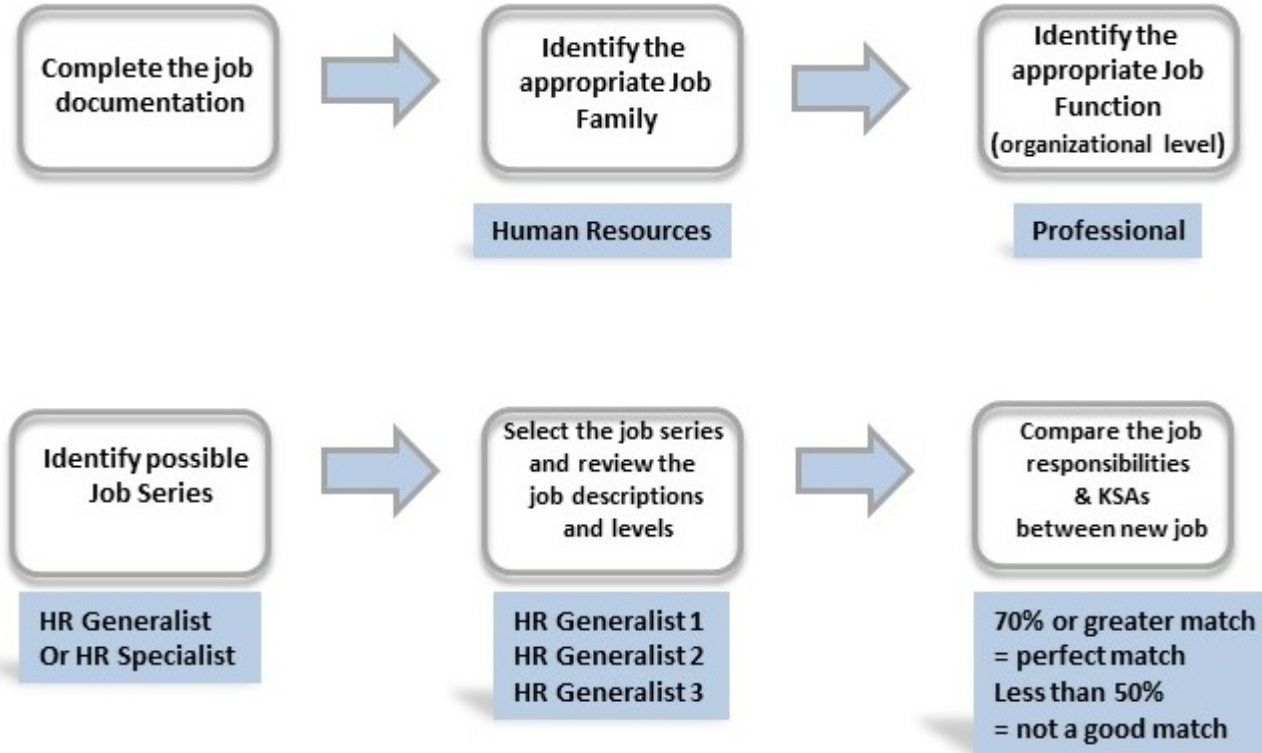
Tools and Resources



Job Classification Structure	Compensation	PeopleSoft Functionality	Communication
<ul style="list-style-type: none"> • Job Evaluation Process • Sample Job Series for HR Generalist Job Series • Job Code Catalogs • Old Job Code to New Job Code Mapping Template (SWD) • Old Job Code to New Job Code Mapping Template (LAW) 	<ul style="list-style-type: none"> • Pay Administration Guidelines • FY 2016 Statewide Distribution Pay Structure • FY 2016 Law Enforcement Pay Structure • Compensation Plan Model • Comprehensive List of Salary Surveys 	<ul style="list-style-type: none"> • Accessing Profile Manager • Accessing The Job Description Report in PeopleSoft • Accessing The Career Progression Charts • Updating Position Titles 	<ul style="list-style-type: none"> • Sample Employee Data Sheet • Communication Tools & Templates <ul style="list-style-type: none"> • Manager Talking Points • Career Path Example Handouts • Email/Letter Templates (Employee and Manager)



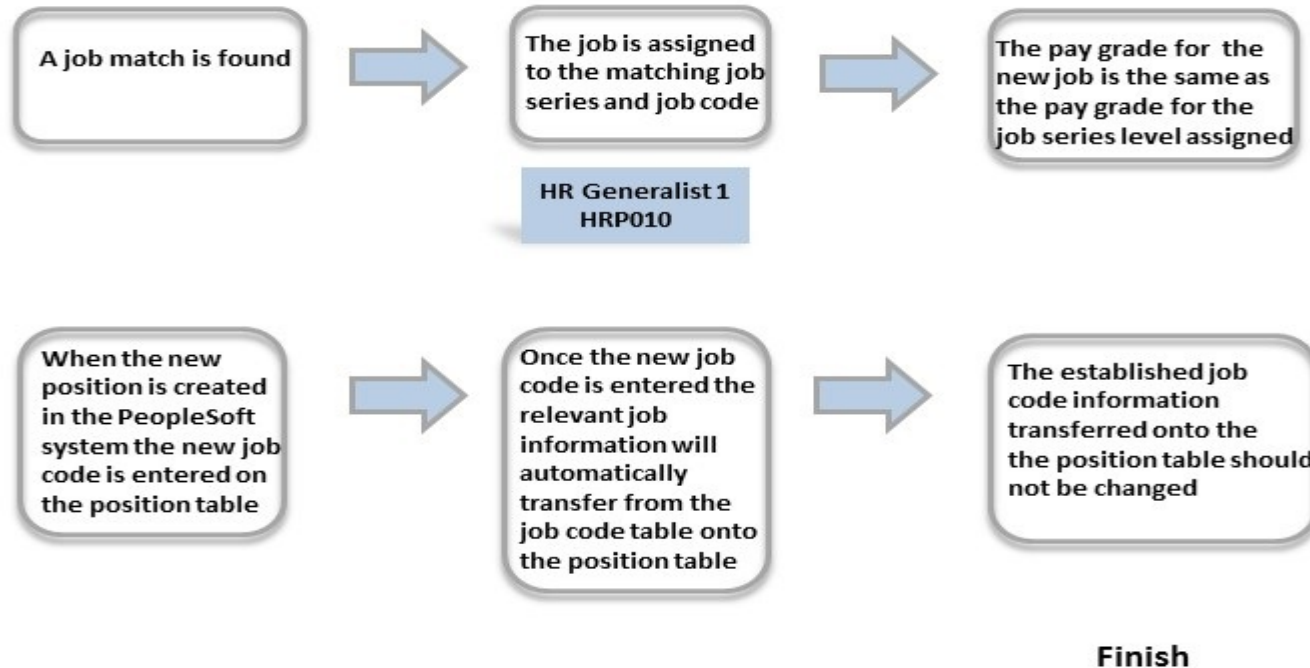
Job Evaluation Process — Assigning Jobs to the Job Classification Structure



Continued



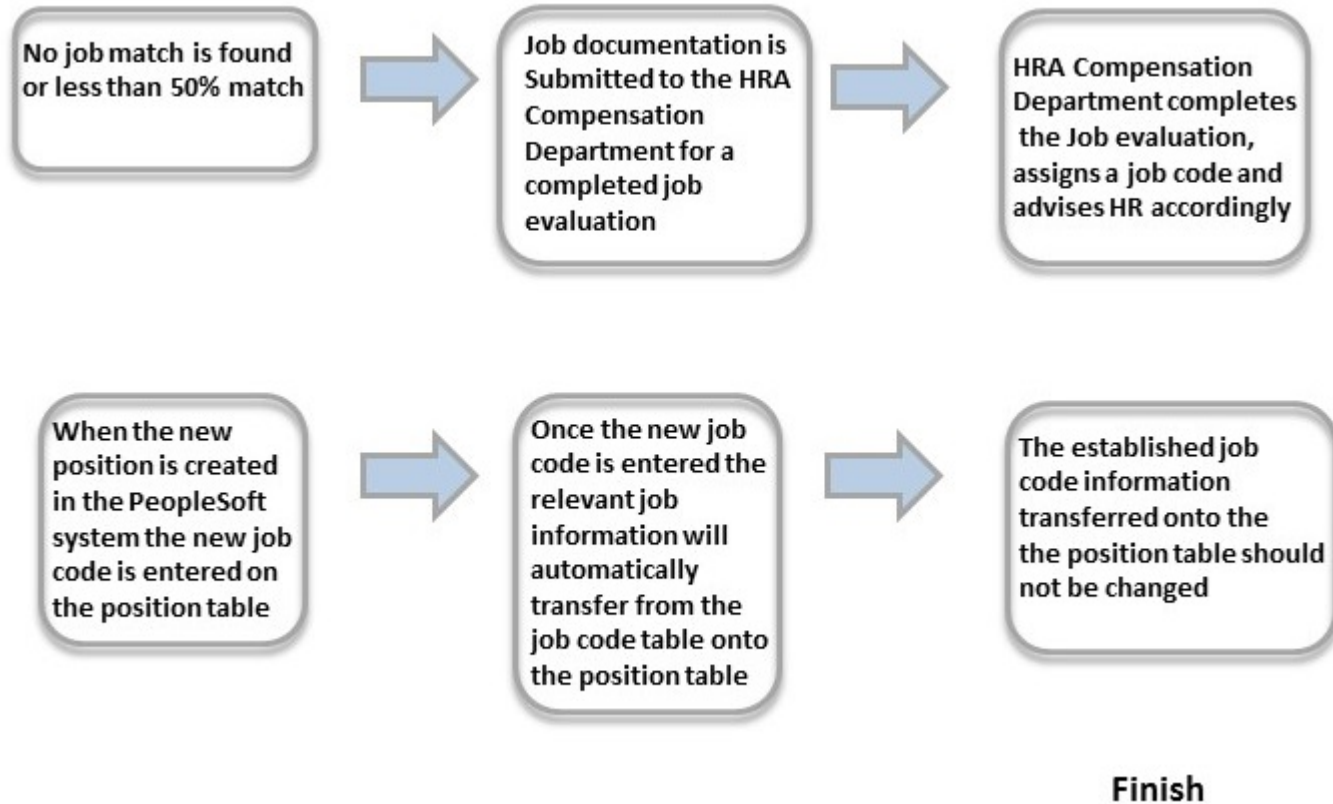
Job Evaluation Process — Assigning Jobs to the Job Classification Structure: *A Match Is Found*



Continued



Job Evaluation Process — Assigning Jobs to the Job Classification Structure: *A Match Is Not Found*



Sample Job Series – HR Generalist

Job Title	Job Summary	Entry Qualifications
HR Generalist 1	Provides multiple human resources services in support of an organization. Responsible for daily transactions, recruitment, benefits, training and other human resource functions. Incumbents at this level may require additional training or experience to gain full proficiency in some or all of the job responsibilities.	Bachelor's degree in a related discipline and job related experience, or an Associate's degree in a related discipline and 2+ years performing job specific duties as described above. Basic proficiency level for all position required certifications, licenses, training, etc. preferred. When in the process of attaining required certifications, training, etc. the % complete may be considered, however completed, graduated and active status is preferred.
HR Generalist 2	Provides multiple human resources services in support of an organization. Responsible for daily transactions, recruitment, benefits, training and other human resource functions.	Bachelor's degree in a related discipline and 2+ years job specific experience or an Associate's degree in a related discipline and 2 plus years as a Level I in the same job series. Basic to Intermediate proficiency level for all position required certifications, licenses, training, etc. required.
HR Generalist 3	May supervise human resources functions, including compensation, benefits, recruitment, employee relations, and personnel/payroll transactions. May direct the work of transactions technicians and administrative staff.	Bachelor's degree in a related discipline and 4+ years job specific experience. Master's degree in a related discipline preferred. Advance proficiency level for all position required certifications, licenses, training, etc. required
HR Generalist Spv	Oversees human resources functions, including compensation, benefits, recruitment, transactions, operations and employee relations in support of an organization. Develops and implements personnel policies consistent with overall agency objectives. Supervises and plans work of assigned staff.	Bachelor's degree in a related discipline and 6+ years job specific experience. Master's degree in a related discipline preferred. Advance proficiency level for all position required certifications, licenses, training, etc. required. In addition, prior experience 2+ years as a team lead or other supervisory role a plus.



Job Functions – A Closer Look

Job Function	General Descriptions	Sample Jobs in This Function
Management (M)	<ul style="list-style-type: none"> Involves the performance of advanced management functions (such as budgeting, directing staff resources, high-level planning, etc.). Work usually requires that the employee determine the best approach for accomplishing the desired or specified results. These jobs usually involve supervision of “subordinate supervisors” or “subordinate managers”. If the job involves supervision of <i>only</i> front-line workers, the job description should indicate that a large percentage of the employee’s time is spent performing managerial work. 	Human Resources Manager, Finance Manager, Warden, Field Operations Manager, Parks Region Supervisor
Professional (P)	<ul style="list-style-type: none"> Involves application of higher-level knowledge, skills, and abilities. Though general guidance is given, work usually requires the employee to determine the best approach to accomplish specified tasks. Employees are expected to solve routine problems on their own, but they may consult the supervisor when unusual problems occur. This work may involve supervisory responsibilities. If so, the position description should indicate that a large percentage of the employee’s time is spent performing technical work. Most of these jobs require formal academic training (e.g., bachelor’s degree, graduate training). 	Accountant, Biologist, Attorney, Engineer, Pharmacist
Technician (T)	<ul style="list-style-type: none"> Involves the application of technical skills. Work is performed according to detailed instructions or clearly established practices. The employee may be required to make day-to-day decisions without assistance from the supervisor. When the employee encounters situations that deviate from established practice, the employee notifies the supervisor to obtain guidance on how to proceed. Many jobs on this level require training in vocational schools, related on-the-job experience, or an associate’s degree; some may require a four-year bachelor’s degree, but this can usually be substituted by work experience. 	Licensed Practical Nurse (LPN), Electrician, Mechanic, Permit Inspector, Carpenter
Admin/Support (S)	<ul style="list-style-type: none"> Typically involves closely following instructions with little deviation from established procedures or direction. These jobs may also involve directly helping or providing service to others. Work is generally performed according to step-by-step instructions or guidelines and employees generally do not have the discretion to change how work will be done. Some previous work-related skill, knowledge, or experience may be helpful, but usually is not needed. For entry-level jobs within this level, someone can achieve effective performance within a few days to a few months of hire with a High School Diploma/GED. 	Clerks, Data Processors, Maintenance Helpers, Housekeepers, Health Aides, Receptionist, Secretary, Administrative Assistant, Operations Specialist



FY 2016 Statewide Distribution Pay Structure

New Statewide Distribution Pay Structure			
New Grade	Minimum	Market Average	Maximum
A	\$15,080	\$20,346	\$23,499
B	\$16,000	\$21,973	\$25,379
C	\$16,919	\$24,170	\$27,917
D	\$18,611	\$26,588	\$31,639
E	\$20,472	\$29,246	\$34,803
F	\$22,520	\$32,171	\$38,283
G	\$24,772	\$35,388	\$43,350
H	\$27,249	\$38,927	\$47,685
I	\$29,974	\$42,819	\$52,454
J	\$32,971	\$47,101	\$57,699
K	\$36,268	\$51,812	\$63,469
L	\$40,983	\$58,547	\$71,720
M	\$46,311	\$66,158	\$81,044
N	\$52,331	\$74,759	\$91,579
O	\$59,134	\$84,477	\$103,485
P	\$66,822	\$95,459	\$116,938
Q	\$75,508	\$107,869	\$132,140
R	\$85,325	\$121,892	\$149,318
S	\$96,417	\$137,738	\$168,729
T	\$108,951	\$155,644	\$190,664


[Print](#)
[Return to Last Page](#)


FY 2016 Law Enforcement Pay Structure

Law Enforcement Pay Structure			
New Grade	LE Minimum	Market Average	LE Maximum
LC	\$18,916	\$22,699	\$30,265
LD	\$20,561	\$24,673	\$32,897
LE	\$22,348	\$26,818	\$36,875
LF	\$24,292	\$29,150	\$41,296
LG	\$26,991	\$32,389	\$45,884
LH	\$29,690	\$35,628	\$50,473
LI	\$32,659	\$39,191	\$55,520
LJ	\$35,925	\$43,110	\$62,868
LK	\$39,877	\$47,852	\$69,784
LL	\$44,263	\$53,116	\$77,460
LM	\$49,132	\$58,958	\$85,981
LN	\$54,536	\$65,444	\$95,439
LO	\$61,081	\$73,297	\$106,891
LP	\$68,410	\$82,093	\$119,718
LQ	\$76,620	\$91,944	\$134,084
LR	\$85,814	\$102,977	\$150,175
LS	\$96,112	\$115,334	\$168,196



Compensation Plan Model

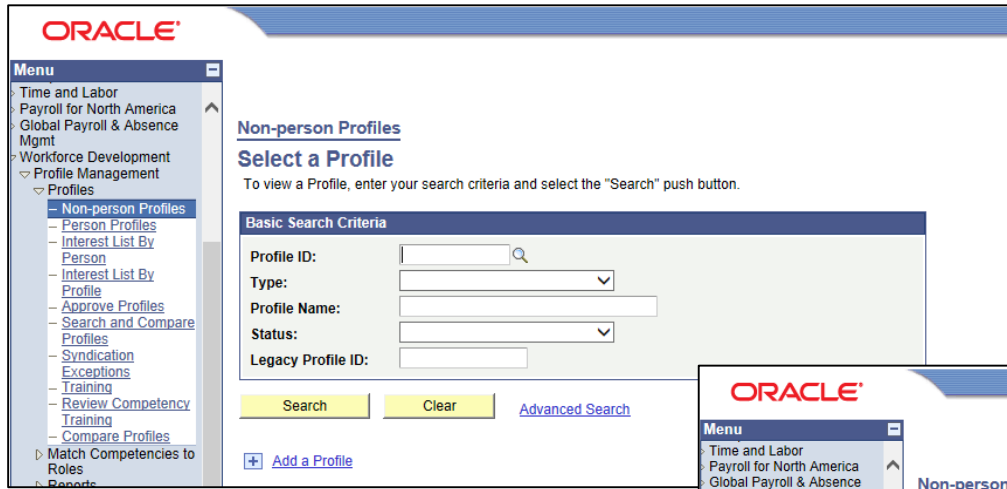
 Compensation Plan Model				
Compensation Objective	Compensation Policies	Compensation Techniques	Compensation Tools	Key Performance Indicators
Efficiency	Compensation Philosophy (Guiding principles that promotes understanding and consistency across the organization)	Total Rewards Philosophy that includes a pay philosophy	Philosophy Statements	<ul style="list-style-type: none"> - Agency Alignment - Overall Understanding - Consistency & Compliance - Seamless Administration
	External Competitiveness	<ul style="list-style-type: none"> - Relevant market salary surveys - Best Practice - Market based pay structure 	Market Competitive Pay Structure (<i>pay grades and salary ranges</i>)	<ul style="list-style-type: none"> - Ability to attract and retain critical talent - Reduced hiring & turnover cost
	Internal Consistency (<i>similar pay for similar jobs within the agency and across the state</i>)	<ul style="list-style-type: none"> - Statewide Job Structure - Centralized job classification process - Administration guidelines - Compensable Factors 	<ul style="list-style-type: none"> - Job families, career paths, defined competencies and skills - Consistent processes and guidelines 	<ul style="list-style-type: none"> - Internal bench strength - Improved Performance Management - Improved workforce planning, focus on critical skills and competency gaps
Compliance	<ul style="list-style-type: none"> - State Personnel Board Rules - Agency Internal Policies - OPB Fiscal Policies 	<ul style="list-style-type: none"> - Data Management & Reporting - Salary Administration Planning & Budgeting - Auditing, Consulting & Training 	<ul style="list-style-type: none"> - Salary Administration Tool Kit - Best Practice Literature - HR Audits - FAQ's - Training Material 	<ul style="list-style-type: none"> - Audit Results - Semi-annual compensation analysis & equity review - Salary administration budget planning
Equity	Employee Experience: skills, competencies and contribution	<ul style="list-style-type: none"> - Performance & Contribution - Career Development - Employee Engagement programs 	<ul style="list-style-type: none"> - Career Paths - Information Websites - Performance Management programs - Rewards & Recognition programs 	<ul style="list-style-type: none"> - Internal promotion to key roles vs. External hires - Voluntary turnover rates - Retention of employees with critical skills and in core jobs - Retention of "High Potential"



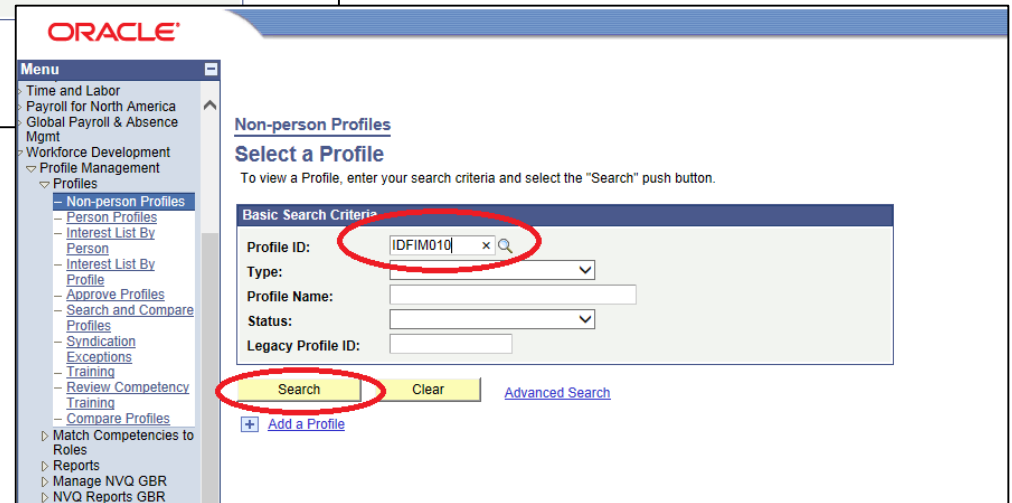
Accessing Profile Manager in PeopleSoft

Job Profiles for each Job Code are accessible in PeopleSoft using the following navigation:

1 Workforce Development > Profile Management > Profiles > Non-person Profiles



2 To access a Job Profile, enter the **Profile ID** and click **Search**. A Profile ID consists of the letters "ID" plus the six digit job code. For example the Profile ID for Job Code FIM010 is IDFIM010.



Continued



Accessing Profile Manager in PeopleSoft (continued)

3 To view the Job Profile, click on the **Profile Name**

ORACLE

Menu

- Time and Labor
- Payroll for North America
- Global Payroll & Absence Mgmt
- Workforce Development
- Profile Management
 - Profiles
 - Non-person Profiles**
 - Person Profiles
 - Interest List By Person
 - Interest List By Profile
 - Approve Profiles
 - Search and Compare Profiles
 - Syndication
 - Exceptions
 - Training
 - Review Competency Training
 - Compare Profiles
 - Match Competencies to Roles
 - Reports
 - Manage NVQ GBR
 - NVQ Reports GBR
 - Performance Management
 - Employee Review History
 - Organizational Development

Non-person Profiles

Select a Profile

To view a Profile, enter your search criteria and select the "Search" push button.

Basic Search Criteria

Profile ID:

Type:

Profile Name:

Status:

Legacy Profile ID:

[Advanced Search](#)

✓ Your search has returned 1 results.

Profile Search Results [Customize](#) [Find](#) [View All](#) [First](#) 1 of 1 [Last](#)

Profile ID	Profile Type	Profile Name	Status	Legacy Profile ID
IDFIM010	Job	Mgr. Accounting/Financial Svcs	Active	FIM010

[Add a Profile](#)

4 Click on the links to view the Job's **Competencies, Responsibilities and Qualifications**.

ORACLE

Menu

- Time and Labor
- Payroll for North America
- Global Payroll & Absence Mgmt
- Workforce Development
- Profile Management
 - Profiles
 - Non-person Profiles**
 - Person Profiles
 - Interest List By Person
 - Interest List By Profile
 - Approve Profiles
 - Search and Compare Profiles
 - Syndication
 - Exceptions
 - Training
 - Review Competency Training
 - Compare Profiles
 - Match Competencies to Roles
 - Reports
 - Manage NVQ GBR
 - NVQ Reports GBR
 - Performance Management
 - Employee Review History
 - Organizational Development
 - Set Up HRMS
 - Enterprise Components
 - Worklist
 - Reporting Tools
 - PeopleTools
 - Change My Password
 - My Personalizations
 - My System Profile

Non-person Profile

Profile ID: IDFIM010

Profile Type: JOB Job

*Profile Status:

*Description:

Short Description:

Profile Actions:

[Profile Syndications](#) [Import Content](#)

[Competencies](#) [Responsibilities](#) [Qualifications](#)

Competencies (Approval Not Required) [Customize](#) [Find](#) [View All](#) [First](#) 1-2 of 2 [Last](#)

ID	Competency
LEADP01	Talent Management
LEADP02	Transformers of Government

[Add New Competencies](#)

Tech & Behavioral Competencies (Approval Not Required) [Customize](#) [Find](#) [View All](#) [First](#) 1-3 of 3 [Last](#)

ID	Tech Beh Comp
BEHA001	Communication
BEHA002	Flexibility
BEHA009	Initiative



Accessing the Job Description Report in PeopleSoft

The Job Description for each Job Code is accessible in PeopleSoft using the following navigation:

1 Self Service > Job Description

ORACLE

Menu

- Agency Security
- Workforce Administration
- Benefits
- Compensation
- Time and Labor
- Payroll for North America
- Global Payroll & Absence Mgmt
- Workforce Development
- Profile Management
 - Profiles
 - Match Competencies to Roles
 - Reports
 - Competency Inventory
 - Internal Resume
 - License/Certificate Renewal
 - Person Profile Report
 - Non-Person Profile Report
 - Job Description

Dx Jobcode Prf Rpt

Enter any information you have and click Search. Leave fields blank for a list of all values.

Find an Existing Value

Maximum number of rows to return (up to 300): 300

Job Code: begins with []

Description: begins with []

Case Sensitive

Search Clear Basic Search Save Search Criteria

2 Enter a Job Code and click Search

ORACLE

Home | Worklist | Add to Favorites | Sign out

New Window | Help

Menu

- My Favorites
- Self Service
- Manager Self Service
- Agency Security
- Workforce Administration
- Benefits
- Compensation
- Time and Labor
- Payroll for North America
- Global Payroll & Absence Mgmt
- Workforce Development
- Profile Management
 - Profiles
 - Match Competencies to Roles
 - Reports
 - Competency Inventory
 - Internal Resume
 - License/Certificate Renewal
 - Person Profile Report
 - Non-Person Profile Report
 - Job Description

Dx Jobcode Prf Rpt

Enter any information you have and click Search. Leave fields blank for a list of all values.

Find an Existing Value

Maximum number of rows to return (up to 300): 300

Job Code: begins with **HRM010**

Description: begins with []

Case Sensitive

Search Clear Basic Search Save Search Criteria

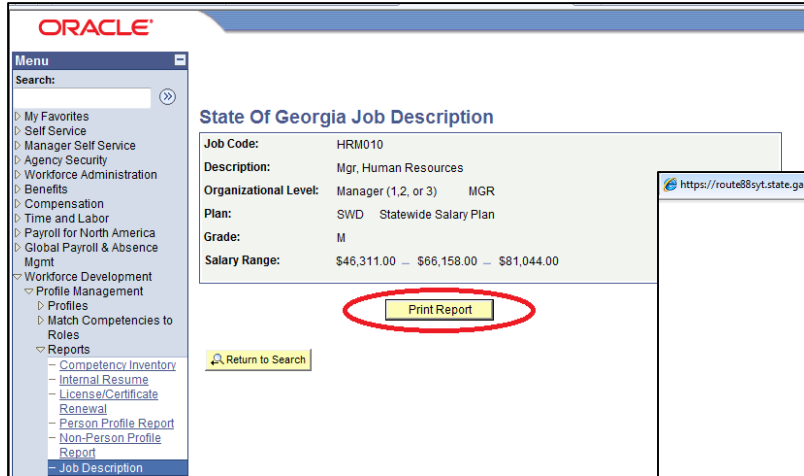
Continued



Accessing the Job Description Report in PeopleSoft (continued)

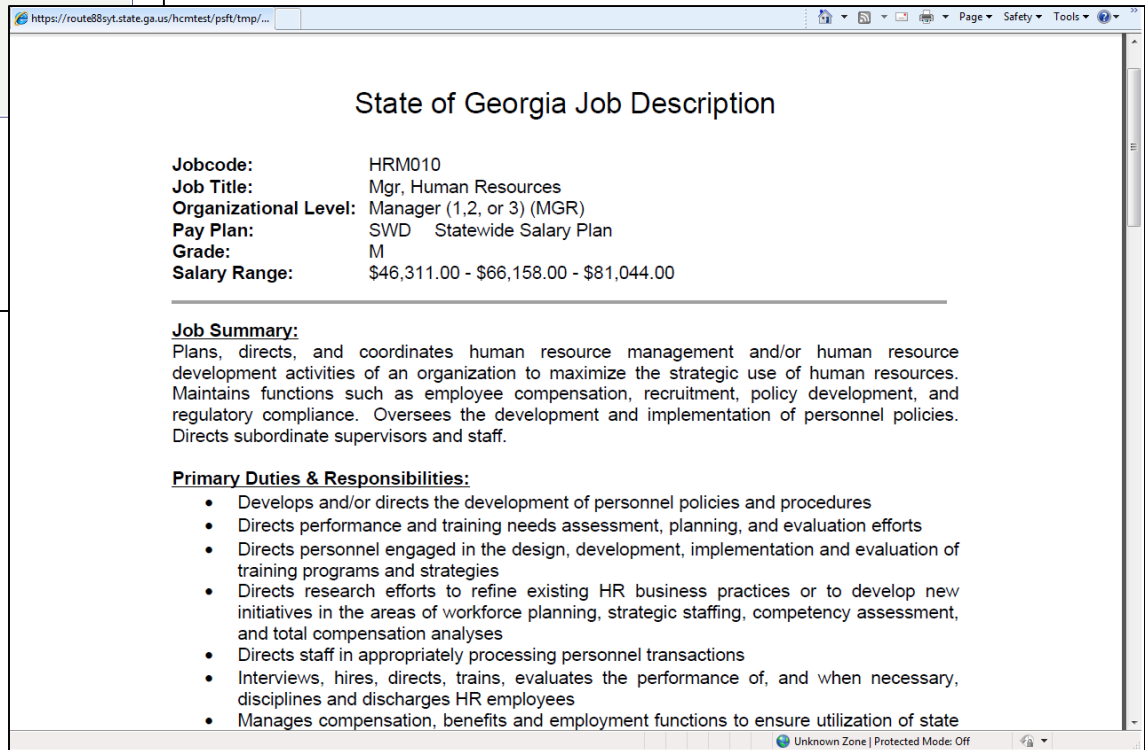
3

To view the Job Description,
click the **Print Report Button**



4

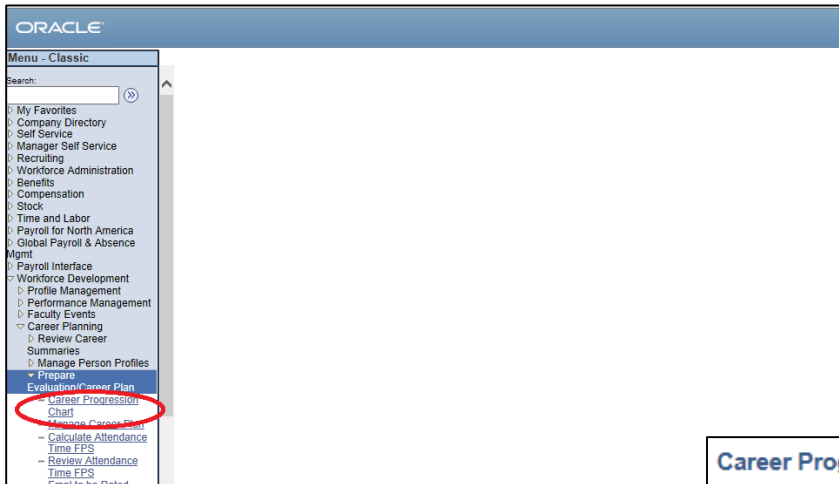
The following is a screen shot of the **Job Description Report**.



Accessing Career Progression Charts in PeopleSoft

Job Profiles for each Job Code are accessible in PeopleSoft using the following navigation:

1 Workforce Development > Career Planning > Prepare Evaluate/Career Plan > Career Progression Chart



2 To access a **Career Progression Chart**, enter **STATE** as the **Business Unit** and enter the first **Job Code** in a **Job Series** and click **Search**. (For example HRM010 is the first Job Code in the Human Resources Manager Job Series.)

Career Progression Chart

Enter any information you have and click Search. Leave fields blank for a list of all values.

Find an Existing Value

Maximum number of rows to return (up to 300):

Business Unit:

Job Code:

Job Title:

Case Sensitive

[Basic Search](#)

Continued



Accessing Career Progression Charts in PeopleSoft (continued)

3 Click on the **links** to view the Job's Career Progression and Profile Information.

The screenshot displays the Oracle PeopleSoft Career Progression Chart for a job in the State of Georgia. The interface includes a navigation bar with 'Home', 'Worklist', 'Add to Favorites', and 'Sign out' options. The main content area is titled 'Career Progression Chart' and shows the following details:

- Business Unit:** STATE, State of Georgia
- Job Code:** HRM010, Mgr, Human Resources

The 'Career Path - Approved/Official' section contains three job options:

- Mgr, Human Resources:** Career Move: 0, Job Option Number: 1
- Mgr 2, Human Resources:** Career Move: 1, Job Option Number: 1
- Sr Mgr, Human Resources:** Career Move: 2, Job Option Number: 1

The right-hand pane provides further details for the selected job:

- Business Unit:** STATE, State of Georgia
- Job Code:** HRM010 - Mgr, Human Resources
- Required Competencies:** A table with columns 'Competency' and 'Rating Description'. The table lists 'Talent Management' and 'Transformers of Government'.
- Profile Comparisons:** A section with the instruction: 'Select any other job in the career progression chart to perform a profile comparison between that job's profile and that of Mgr, Human Resources.'

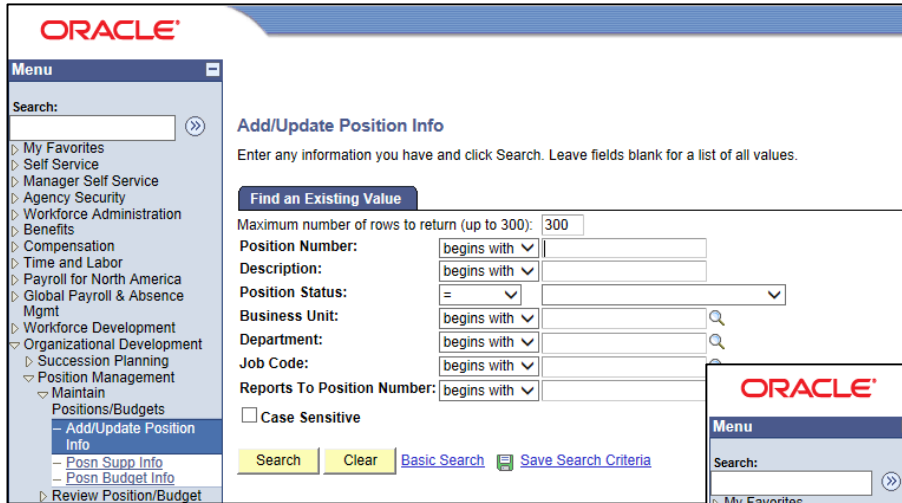
At the bottom of the page, there are navigation buttons: 'Return to Search', 'Previous in List', and 'Next in List'. The browser status bar at the very bottom shows 'Internet | Protected Mode: Off' and a zoom level of 100%.



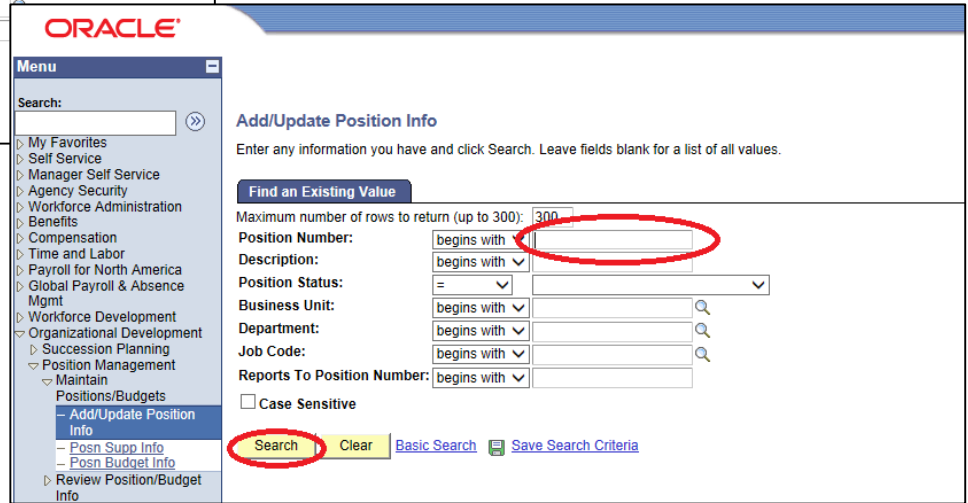
Updating Position Titles in PeopleSoft

To view and update Position Titles use the following navigation:

- 1 Organizational Development > Position Management > Maintain Positions/Budget > Add/Update Position Info



- 2 To access a Position, enter the Profile ID (or other selection criteria) and click Search



Continued



Updating Position Titles in PeopleSoft (continued)

3 To change the Position Title, type the new title in the **Title** dialog box and click **Save**.

The screenshot shows the 'Position Information' dialog box in PeopleSoft. The 'Job Information' section is expanded, and the 'Title' field is circled in red. The 'Title' field contains the text 'SS: Clerk (WL)'. Other fields in the 'Job Information' section include 'Business Unit' (36800 CSB-DeKalb County BU), 'Job Code' (60112 SS: Clerk (WL)), 'SCOA Type' (Regular), 'Full/Part Time' (Full-Time), 'Regular Shift' (N/A), 'Union Code' (empty), and 'Short Title' (Pgm Asst). The 'Work Location' section is also visible, containing fields for 'Reg Region' (USA), 'Department' (368160 Full Time Crisis Staff), 'Location' (ZIP30031 30031 Dekalb Decatur), 'County Code' (044 Dekalb), 'Company' (368 CSB-DeKalb County), 'Pay Group' (NSP Non Statewide Payroll), 'Employee Type' (S Salaried), 'Dot-Line' (empty), 'Reports To' (empty), 'Supervisor Lvl' (empty), 'UI Code' (empty), and 'Security Clearance' (empty).



Sample Employee Data Sheet

Dear [Employee]:

The Department of Administrative Services, Human Resource Administration Division has partnered with the agencies across the State to standardize the jobs, update the salary structure and set the foundation for developing career paths. We have reviewed and updated our job classification and pay structures to ensure that we have the right foundation in place to support the integrated talent management efforts across the State.

As a result of this work, you will benefit from having a clearer view of what your career path might look like at the State. When the new structures are implemented January 1, 2016, you will see a change in your job code and pay grade as outlined below. The new structure will not result in any changes to your responsibilities or salary.

State Job Classification and Career Path Project Personalized Employee Data Sheet

Employee Name: [x]

Agency: [x]

Department: [x]

Manager's Name: [x]

New Job Code: <i>Each job is part of a "job series" which provides a potential career path based on your current job, skills and experience</i>	[x]	Old Job Code:	[x]
New Pay Grade: <i>Your pay grade is associated with a salary range</i>	[x]	Old Pay Grade:	[x]
New Job Title (if applicable): <i>Your new job title will also appear on your pay stub</i>	[x]	Old Job Title:	[x]

If you have any questions, please contact your HR Department.

