



# Classification & Compensation Study FAQ

Please view the Study Orientation Presentation and recording provided via [this link](#) for an overview of the study's goals, activities, and expected deliverables. The Orientation presentation is short and takes about 10 minutes to view. The presentation is also available on the County's Human Resources Website at [www.livgov.com/hr](http://www.livgov.com/hr).

## Study Overview

### **Q. What is the purpose of this study?**

**A.** Livingston County has partnered with MGT Consulting Group to evaluate and provide recommendations for an up to date, accurate, and competitive classification and compensation system for our nonunion positions so the organization can continue to recruit and retain high-quality employees. This is an exciting opportunity for the organization to ensure nonunion employees are paid competitively and have opportunities for career growth.

### **Q. What does market competitive mean?**

**A.** In the context of this study, a job is considered market competitive if the job is paid similarly to other comparable jobs in the organization's competitive markets (i.e., the market area(s) in which the organization recruits from for talent). Generally, a job is considered competitively paid if the salary is within 10% above or below the market average. Being market competitive is not strictly about the pay offered but the benefits offered as well, including compensation policies that guide progression and growth within the system.

### **Q. Is the MGT study a performance appraisal?**

**A.** No. This study does not determine job effectiveness or job performance. The study is aimed at reviewing **what** you do, not how well you do it.

### **Q. What organizations will Livingston County be compared to in the study's analyses?**

**A.** Those determined to be peers or competitors, which may include other counties, public and private markets, or even local companies, depending upon the relevant recruitment markets. The market may vary by position. For some positions, a wider net may need to be cast to attract talent. MGT will work with Livingston County Project Team to identify and select the appropriate market data sources and peer/competitor organizations for market comparisons.

### **Q. How does the study account for the demographics that affect the market? What county governments will be used in comparisons?**

**A.** As part of the study, MGT will be looking at a variety of different data sources. Data will be gathered from peers that are in closer proximity, or a commutable distance, as well as larger cities nearby that may be drawing talent. Included in the comparable organizations are: Allegan County, Berrien County, Ingham County, Jackson County, Kalamazoo County, Monroe County, Muskegon County, Ottawa County, Saginaw County, St. Clair County and Washtenaw County, as well as others.



**Q. Where and how were these counties selected?**

**A.** The selected group of counties were selected by the Livingston County Project Team. In addition to these selected counties, MGT will review data from other organizations as well as locally, regionally, and statewide market data for comparison.

**Q. Will the evaluation take into consideration private vs. public sector when comparing pay?**

**A.** Yes, MGT will be looking at private and public markets as part of the study to include data from a variety of different sources.

**Q. The market is changing rapidly due to the increase in the number of remote workers. Will the survey plan on casting this net wide as a result?**

**A.** For some positions can be done remotely, MGT will work with Livingston County Project Team to determine the appropriate recruitment market. Several factors are taken into consideration when determining the market. These factors may include – availability of talent (local or state-wide), recruiting challenges, and past retention concerns. In some cases, the market will expand beyond local markets.

**Q. How does the study account for comparable counties who are unable to fill their positions at the current pay they have?**

**A.** MGT looks at a variety of different data sources, which includes an aggregate of market data. Commonly this will be other state level data that's available.

**Q. Is local cost of living factored in?**

**A.** Yes, as part of the study, cost of living will be a factor. Factored in will be an adjustment for cost of living, livable wages as well as competitive wages.

**Q. How can employees assist in the study?**

**A.** Employee input is key to the outcomes of the study. Livingston County needs your involvement in gathering job information to ensure accurate market comparisons can be made based on the most current job data. Employees will be asked to participate by completing a survey about their job relative to duties, roles, and responsibilities; this does not include data about an employee's performance or personal qualifications.

## **The Management Issues Paper (MIP) Survey**

**Q. What is the Management Issues Paper?**

**A.** The Management Issues Paper (MIP) is a voluntary survey for managers to complete and submit comments about one or more positions under their responsibility. Comments may regard issues with job titles (outdated, inaccurate, etc.), retention/recruitment difficulties, salary or salary range issues, and advancement. The results of the MIP will assist MGT in the evaluation of classifications and provides additional insight into current issues.

**Q. Does everyone fill out the MIP?**

**A.** No. The MIP is distributed only to managerial and/or supervisory employees. The survey is voluntary. If a supervisor does not have any concerns to report, they may decline participation in the survey.



**Q. When will the MIP be distributed?**

A. The MIP will be distributed on 5/3 and closes on 5/16.

**Q. How long does it take to fill out the Management Issues Paper (MIP)?**

A. The MIP can take 15-20 minutes to complete depending on the number of jobs the supervisor would like to submit forms for to describe any current concerns.

**Q. Who decides who receives the MIP survey?**

A. The Livingston County Project Team identified and selected to send the survey to department heads. This survey can be forwarded by department heads and delegated to whom they deem appropriate to complete the MIP survey.

**Q. Will the directors be provided data on how each position was scored? Is there a process in place after the study to discuss the findings further and discuss any disagreements with the findings?**

A. MGT does not use a scoring process. Rather, as part of the process, quantitative and qualitative data is reviewed. MGT will review each job and its core duties for comparison. In addition, benchmark information will be included in the study results. If questions do arise, please contact HR. An appeals process form can be provided post-study if needed.

## **The Job Content Questionnaire (JCQ)**

**Q. What is the Job Content Questionnaire (JCQ)?**

A. The JCQ is a survey used to collect information about job duties, roles, and responsibilities to determine if positions are accurately titled and to inform pay analyses and recommendations. The survey also gathers data regarding the minimum qualifications (education, experience, certifications, etc.) someone would need to have to perform the job's functions successfully. Employee participation in the JCQ is strongly encouraged and is an important part this study.

**Q. Who will need to fill out the Job Content Questionnaire (JCQ)?**

A. The JCQ is for employees who are in jobs in which their job description is outdated or missing. If your job description is current, you do not need to fill out a JCQ. If your current job description is mostly up to date, you may submit a partial JCQ and fill out only the sections pertaining to the items that need to be updated.

**Q. Will each employee get the Survey?**

A. Yes, each employee will receive the survey link to the JCQ through the survey platform, Qualtrics.

**Q. The JCQ asks for the minimum qualifications needed for a job, but what about when an employee conducts above and beyond the current scope of their position or has higher qualifications?**

A. This study is focused on the job and not the employee in the position or their performance or current qualifications (education, experience, etc.). Your personal qualifications may or may not be the same as the minimum qualifications. MGT will provide recommendations for any needed job reclassification based on the job's essential duties and minimum qualifications. If a job has included additional duties over time, this may mean a position is at a higher job level within a job family (I, II, III, etc.), or that a job has grown to become another job classification.



**Q. How long does it take to fill out the Job Content Questionnaire (JCQ)?**

**A.** The JCQ, when completed in full, can take 1 hour (or more) to complete depending on the nature of your position. If your current job description is mostly up to date, you may submit a partial JCQ and fill out only the sections pertaining to the items that need to be updated. Employees are encouraged to speak with HR, supervisors, and other employees in their same position as needed for support with filling out the JCQ.

**Q. Does the JCQ have to be completed in one session?**

**A.** No. You may work on your survey and return to it later if needed. The survey will save your responses as you click “Next” and “Back” to move through the survey pages. You may work on your survey and return to it later if needed. You will be sent reminder emails until you have submitted your survey. You may also click through the whole survey before entering information to view the complete list of questions before going back to the beginning and entering information. However, once “Submit as Final” is selected on the last page of the survey, no further edits can be made.

**Q. When will the JCQ be distributed?**

**A.** The JCQ will be distributed to employees on **5/9** and closes on **5/20**. The review and comment period closes for supervisors on **5/27**. MGT Consulting uses Qualtrics for surveys, and Google Chrome browsers are preferred.

**Q. Should you have your current job description available for completing the JCQ?**

**A.** Referring to a current JD can be helpful to help prevent accidental omission of any duties currently being performed, however, the goal of the JCQ is to help MGT find out current aspects of a position.

**Q. Are all the comments viewable? If a supervisor is able to leave comments, are employees able to see their comments?**

**A.** While supervisors are able to leave comments, sharing specific supervisor comments is at the discretion of HR.

**Technical Assistance:**

- It is important that you do not forward your JCQ survey invitation to anyone, as the survey link provided is unique to you and should not be shared. Sharing your JCQ link tab may result in the loss of data you have entered as someone else overwrites your data and enters their own.
- Do not open your survey in multiple browser tabs; working from more than one browser tab may result in the loss of data you have entered.
- If you have any technical questions or issues with your survey, please contact:
  - o Diana Goldstein, [dgoldstein@mgtconsulting.com](mailto:dgoldstein@mgtconsulting.com)

## Results

**Q. When will the study be completed? How long will it take for your final recommendations?**

**A.** The study is estimated to be completed over a 6-month period and is projected to be completed by early October 2022.



**Q. Could my job title change?**

**A.** Possibly. This study seeks to ensure job titles are accurate and that positions are appropriately classified. Job titles should reflect industry standards and be recognizable to job seekers. It is possible that specific job titles may be updated to better reflect a position.

**Q. Will this study change hourly non-exempt employees to salary base pay? What would change that?**

**A.** Possibly. As part of this study, MGT seeks to ensure positions are appropriately classified. There are several factors that could change hourly non-exempt employees to salaried employees, such as compensation, specific duties, and occupations. MGT refers to the U.S. Department of Labor to maintain compliance with Fair Labor Standards Act (FLSA).

**Q. When comparing positions to the market, will compensation for taking on additional work be included, or will this be a comparison of base salaries only?**

**A.** Base salaries only. This is to ensure apples to apples comparisons with peers and market data.

**Q. Will this study be focusing on how benefits effects pay?**

**A.** This study will be focused on the salaries themselves when making comparisons, however, benefits will be reviewed in comparison to peers/competitors and benefits of note will be included in the final report.

**Q. Who will make the final decisions on adjustments to positions?**

**A.** MGT will provide recommendations for the to consider and to help inform and support future planning and related final decisions.

**Q. Will I see an increase to my pay?**

**A.** Possibly. If you are in a position that received a market update to its assigned pay range, there may be a recommended market adjustment to your pay. Any increases in pay will be subject to available funding and standard approval processes.

**Q. Will my salary be reduced?**

**A.** No. This study's recommendations will not include any reductions in employee pay or determine whether someone should be released or demoted.

**Q. How will employees hear about the results of the study? If a pay increase is recommended, how are employees notified?**

**A.** MGT will provide Livingston County team with a Final Report. Individuals will be notified of their updated Pay Range/Position Classification.