

CITY OF CORONA
CLASSIFICATION STUDY
FREQUENTLY ASKED QUESTIONS

Classification Study Process Overview

Step 1. Collect data

The work of every position (regular full time benefitted City employee) will be thoroughly analyzed using available documentation and information obtained during the course of the classification study. Employees are being asked to complete Position Description Questionnaire (PDQ) forms, reporting information such as duties performed and time spent on duties, supervision received and exercised, knowledge and abilities required of the position, physical requirements, and job complexity. Employee PDQ responses will be reviewed by supervisors and next-level management to provide additional perspectives on the work of the position.

Step 2. Interview employees, supervisors and managers

After collecting preliminary job data through questionnaires from employees and supervisors, interviews will be conducted to provide additional clarification regarding specific duties. Supervisors and management will also be interviewed to confirm collected information in addition to clarifying overall organizational structure.

Step 3. Draft classification specifications

With all updated position data, the development of new, or revisions of existing, classification specifications will be completed by incorporating information received from the PDQ's and interviews. Every study employee will be allocated into one of the new or revised classifications.

Step 4. Review the proposed classification plan

As a final measure before implementation, stakeholders at several levels within the organization will review the new or revised classification specifications. This process serves as a method of quality control and provides an opportunity for any needed final adjustments.

Classification Study Frequently Asked Questions

What is a classification plan?

A classification plan is a systematic framework for grouping jobs into common classifications based on similarities in duties, responsibilities, and requirements.

The purpose of a classification plan is to provide an appropriate basis for making a variety of human resources decisions such as the:

- Development of job-related recruitment and selection procedures;
- Clear and objective appraisal of employee performance;
- Development of career paths, training plans, and succession planning; and

- Design of an equitable and competitive salary structure.

Why are studies conducted?

Classification studies are conducted in order to assess changes in job functions over time, create new classifications needed due to changes in organizational needs, and accurately represent the full scope of duties within the classification specification. They are also useful in creating a solid foundation by which to compare positions within an organization to other, similar positions within a labor market.

What is the relationship between classification and compensation?

Classification is the description of and the requirements to perform the work. Compensation is the monetary value of the work, often influenced by two factors:

- The external labor market; and
- Internal relationships within the organization.

POSITION DESCRIPTION QUESTIONNAIRE (PDQ)

Is completion of the PDQ mandatory?

While the completion of the PDQ is not mandatory, K&A strongly encourages employees to complete one for the following reasons:

- Comprehensive studies of this nature occur very infrequently; this study will shape the City's classification system for several years, and without sufficient employee input with which to prepare classification system recommendations and allocate positions into the classification structure, other measures will be needed to complete the study, which may be delayed by lack of such information.
- K&A considers that employees should have a voice in classification studies by providing their written documentation on the work they perform, since they have the most direct knowledge of that work. The opportunity to provide that level of information is during the PDQ process. Employees should be aware of the fact that by not completing an PDQ, they will not be able to request a meeting with the consultant to describe their work in more detail; this ultimately means that the employee will not have availed themselves of the opportunity to contribute to the study outcome for their own position.
- One major component of any classification study is the allocation of positions into the new classification structure; allocation decisions are made based upon the content of the PDQ, employee interviews and supervisory/management interviews. Without a completed PDQ, final position allocation will be reliant on other measures.

Can I complete a PDQ with other employees?

- Yes, provided you are all in the same job classification, and you all agree that the work you perform is sufficiently similar that one PDQ will sufficiently describe each employee's body of work and daily duties. Make sure all of your names are on the PDQ and the signature line.

Why does the PDQ have so many sections?

- This PDQ is designed for all jobs in any organization; some sections, such as 10, 11 and 12, have several options because not all jobs have the same sensory and physical requirements, nor do they all work in the same environment. In addition, all of these sections are used to develop comprehensive classification specifications for a diverse range of jobs.

If I do not complete a PDQ, will I be selected for an interview?

- No, K&A only conducts interviews with employees who have completed a PDQ.

If I do not complete a PDQ, will my position remain where it currently is?

- Not necessarily - without employee input, K&A will work with managers to make a determination on where a specific position should be allocated within the new classification structure.

Does K&A require a certain percentage of positions complete a PDQ?

- K&A requires at least one PDQ for each City classification; after that point, we require sufficient PDQ's to cover any multiple functional areas; while there is no specific percentage required for classifications with more than one employee, as a general rule, the more information we have, the better job we can do for employees and the City.

Should I complete the PDQ all at once – or come back to it in stages?

- We recommend that you complete it in stages – do the easy sections first, and that will allow you time to strategize how you will complete the more complicated sections.

How long does it take to complete a PDQ?

- We estimate it should take no more than four (4) hours to complete. If you find yourself stuck on a certain section, please let Human Resources know and if needed, K&A can provide some guidance on how to complete it.

Should I collaborate with my supervisor when completing the PDQ?

- We recommend that you independently complete the PDQ without your supervisor's input; that individual will have an opportunity to provide any needed feedback on the specific section of the PDQ designed for that purpose.

PDQ COMPLETION GUIDE/TIPS

Section No(s).	Type of Information	Completion Tips
1.0	General purpose of your job	This can comprise 2-3 sentences, as if you were generally describing the purpose of your job to a third party. It does not require a lot of detail.
2.0-2.6	Organizational Context – Supervision Received	This section’s questions are related to decision-making, scope of authority and related factors; make sure you provide examples of the nature of decisions you make on your own (2.3) versus those which you would refer to others (2.4)
3.0-3.3	Organizational Context- Supervision Exercised	This section is designed to determine the nature and level of supervision your position exercises, whether it be functional and technical (lead) or direct supervision. If you do supervise, list the names and titles of employees you supervise and check the box(es) in 3.3 which most closely reflect the authority you have to either recommend or approve the action. If you are responsible for contractors, interns, temps, student workers etc. (i.e., individual not directly employed by the City), please indicate those in section 5.0 or 7.0.
4.0	Equipment	Be sure to include any office or field equipment, tools, and vehicles which you use or operate in the course of your work.
5.0	Contacts	List any City or external contacts you have outside your immediate work group as well as the nature of the contact; for example, contact with (i) vendors to source materials and negotiate contracts; (ii) consultants to oversee contracted work; and (iii) City departments to coordinate services.
6.0-6.1	Budget	6.0 “Under your control” means that you have the authority to expend the listed funds on behalf of the City. 6.1 Describe any formal accountabilities you have with respect to ensuring revenue goals are met, and/or for budget control and cost savings goals.
7.0	Description of Your Work/Duties	Read the legends carefully; think about your major duties and responsibilities over a monthly, bi-monthly, or semi-

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Section No(s).	Type of Information	Completion Tips
		<p>annual time frame to be sure you capture important duties which are performed less frequently than monthly.</p> <p>Task description – use the examples to describe major tasks you perform as a model for how you should craft yours; list any sub-tasks in the same statement; ideally you should have 12-15 duty statements to cover all of the different work tasks you perform.</p> <p>Time – estimate percentage of time spent based on a 40 hour week, e.g. 4 hours per week would be 10% of your overall time.</p> <p>Frequency – use the drop down which is most reflective of how often you perform this task.</p> <p>Importance- consider the importance of the task within the framework of the overall purpose of your job and how your job would be impacted if that task were removed.</p>
8.0	Complex Duties	There is no standard answer here; work complexity and difficulty depend on the individual's perspective on what makes work challenging for him or her; do your best to describe what that looks like for you.
9.0	Changed Duties -2 Years	Using the tasks in 7.0 identify and of those which have undergone changes in the last two years; explain when and why they were changed, and whether you receive any out-of-class pay for those changed duties.
10.0	Sensory Demands	Select the boxes which most accurately reflect the sensory demands of your position and the frequency with which they are used.
11.0	Physical Demands	Select the boxes which most accurately reflect the physical demands of your position and the frequency with which they are used. Pay specific attention to average and maximum weight questions.
12.0	Environmental Conditions	Select the environmental conditions which most closely match your work environment and the frequency with which some of these conditions will apply.
13.1-13.2	Education and Experience	List the minimum education and experience level that an individual coming into your job would need at the time of hire; this may look very different from your own.
14.0	Knowledge and Abilities	List the knowledge and abilities that an individual coming into your job would need at the time of hire; use your

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Section No(s).	Type of Information	Completion Tips
		current classification specification as a guide since some of these statements may be still relevant.
15.0	Study Expectations	There is no right or wrong answer to this question – just list what is an important outcome for you in this study.

Once you have completed the PDQ, check the box, place your name on the signature line, date it, keep a copy for yourself, and send the PDQ document ClassAndComp@CoronaCA.gov.