

## Career-Banding Fact Sheet July 2006

### ***What is it?***

Career-Banding is a new classification and compensation system for North Carolina State Government. Jobs performing similar kinds of work with similar knowledge, skill, and ability (KSA) requirements -- *competencies* -- are organized into broad classifications with wide pay ranges. Pay ranges and rates are based on current labor market information. Pay is tied to these rates according to the competency levels that are needed and demonstrated on the job.

### ***How is it different?***

Career-Banding cuts down on the number of classifications and widens pay ranges, making it a more manageable system. It also centers around Career Development for employees. Employees interested in advancing their careers can stay in the same banded classification (and often the same position) without having to move to another classification through promotion or reclassification. They may seek to increase their competency levels through Career Development rather than change jobs. This can be beneficial to both the employee and the organization. Career-Banding also has a dispute resolution process for employees who want to have pay decisions reconsidered.

Career-Banding collapses traditional classifications into banded classifications based on similarity of roles and potential for employee career advancement. Here is an example:

#### Traditional Classification

Office Assistant II (SG 54)  
Processing Assistant II (SG 54)  
Office Assistant III (SG 57)  
Processing Assistant III (SG 57)  
Office Assistant IV (SG 59)  
Processing Assistant IV (SG 59)

#### New Banded Classification

Administrative Support Associate

In the above example, the new banded classification of Administrative Support Associate is part of the Administrative and Managerial *Job Family*. The other Job Families are:

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

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

### ***How is it being developed?***

Agency and University Human Resources specialists, subject matter experts, managers, supervisors, and employees in the relevant job areas have been involved with the development of competencies and other tools.

The Office of State Personnel assists with the implementation of banded classifications approved by the State Personnel Commission. Information Technology and Public Safety Officer classes have been implemented statewide, and others are in process.

### ***How is employee pay determined?***

Each banded class is assigned a set of KSAs (competencies) defined at three levels: Contributing, Journey, and Advanced. Pay is based partly on the employee's demonstration of competencies overall. This is in turn tied to established pay rates at each of the three levels.

However, KSAs (competencies) and market are not the only factors which determine employee pay. When making pay decisions, Human Resources and managers/supervisors must consider these pay factors:

- 1 Financial Resources (how much money a manager has to work with)
- 2 Appropriate Market Rate (what the job's labor market pays for the employee's competency level)
- 3 Internal Pay Alignment (when making pay decisions, Human Resources and managers consider the pay of other employees who are performing similar work)
4. Required KSAs (the competencies that management determines are needed for the job, and are then demonstrated by the employee on the job)

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Additional questions? Please call your agency or university Human Resources Office. Or, you may call the Office of State Personnel at (919) 807-4800. You may also visit the OSP website at [www.osp.state.nc.us](http://www.osp.state.nc.us).

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