

# Classification Grid

## Compensation Philosophy Statement

Dickinson College seeks to attract, retain, and engage diverse and highly qualified staff to achieve its mission and goals. To meet institutional staffing needs and priorities, Dickinson offers fair, equitable, competitive total compensation that takes into account the scope of the position responsibilities, the appropriate compensation comparison markets, internal equity, the budgetary constraints of the institution, and employee performance against position expectations.

*Note: The compensation philosophy statement, objectives, and guiding principles may contain items that are aspirational in nature. It is the intention of Dickinson senior leadership and HR Services to review and refine the existing program(s) to align with the desired nature of these statements over the course of the next several years.*

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*In addition to the factors and detailed criteria below, the external market and internal Dickinson considerations drive placement of the position within the appropriate category in the salary structure.*

### **Factor Definitions:**

**Strategic Influence:** The sphere of influence and the range and impact of actions (e.g., the benefit or harm to the institution, the gain or loss of resources, the goodwill created, etc.)

**Authority and Accountability:** Responsibility or autonomy exercised in terms of guidance required, guidance given to fellow employees, and independence of action. Scope of duties and activities with consideration given to the degree of strategic and operational influence in College, department/functional area, and position.

**Problem Solving and Decision Making:** The types of problems encountered and decisions made, including the finality of these decisions and actions taken

**Knowledge, Skills, and Experience:** Education, aptitude and qualifications needed by the employee in order to perform the assigned duties, including technical skills and knowledge specific to Dickinson.

	Strategic Influence	Authority and Accountability	Problem Solving and Decision Making	Knowledge, Skills, and Experience
<b>Chief Administrator</b>	<ul style="list-style-type: none"> <li>Responsible for development of innovative strategies and operational plans that affect own department and has an important impact on the college as a whole</li> <li>Risk of erroneous decisions have major, long-term impact on the college, including failure to reach institutional objectives</li> <li>Influences the college's strategic direction by actively participating in the planning and execution of the college's strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>Typically reports/accountable to division/department senior management or President of the college</li> <li>Has authority over leading a major functional area of the institution, and has an integral in the development and execution of the division's strategic and operational plans, goals, policies, and procedures</li> <li>Leadership through subordinate directors and managers and other direct reports, all of whom are management or high level individual contributors</li> <li>Responsible for people management of the division including staffing, hiring, termination and discipline, setting performance standards and evaluating staff, making pay decisions, staff development and training, etc. in collaboration with functional leadership</li> </ul>	<ul style="list-style-type: none"> <li>Decisions and actions have a direct impact on the outcomes of the division and college.</li> <li>Decision-making process can be collaborative, with Vice President, President, and/or Board</li> <li>Issues encountered are complex and often involve multiple departments, projects or programs. Problems are often complex, broad in scope and implication. Specific precedents for analyzing and resolving problems may not exist</li> <li>Resolution requires in-depth analysis, cross-functional assessment and understanding of institution's strategic direction. Must consider the complex interdependencies related to the problem</li> <li>Proactively identifies and articulates internal and/or external challenges; recommends solutions based on expertise and input from other chief administrators and subordinates</li> </ul>	<ul style="list-style-type: none"> <li>Expert knowledge of the internal and external environment and how it affects the college and academia in general in particular, including political, legal, environmental, financial and social influences</li> <li>Advanced knowledge in area of specialization with broad knowledge of related areas, and significant management and related experience. Ability to translate institution strategies and priorities into strategic and operational plans and policies for division</li> <li>Proven senior leadership and ability to motivate and empower direct and indirect reports to achieve priorities and expectations for division and college</li> <li>Ability to forecast and manage budgets and other resource requirements for division</li> <li>Ability to influence others to achieve goals of the division and college</li> <li>Advanced degree generally required; where not strongly preferred</li> </ul>

	Strategic Influence	Authority and Accountability	Problem Solving and Decision Making	Knowledge, Skills, and Experience
<b>Deputy Administrator</b>	<ul style="list-style-type: none"> <li>Influences department/functional area objectives and goals and fosters collaboration with other areas in the college</li> <li>Contributes innovative strategies and operational plans that affect own department and may have important impact on the division or the College as a whole</li> <li>Erroneous decisions would cause delays, injury to others, and considerable expenditure of time, human and financial resources</li> </ul>	<ul style="list-style-type: none"> <li>Typically reports/accountable to division/department senior management</li> <li>Responsible for executing specific responsibilities and delivering results for more complex issues and initiatives in own area</li> <li>Responsible for planning and scheduling own work flow and timetables, within department and division guidelines</li> <li>Contributes as a team member and resource to others in the department/division</li> <li>Identifies areas for improved efficiency or effectiveness within prescribed parameters</li> <li>Influences outcome for specific initiatives and may be involved in prioritizing activities related to department operations</li> </ul> <p><b>For management staff:</b></p> <ul style="list-style-type: none"> <li>Has authority for managing the work processes and staff of a small department or a unit of a large department</li> <li>Manages department's daily operations including financial and human resource issues; assists in the design, development, and implementation of organization structure; ensures appropriate staffing and performance levels are achieved and sustained</li> </ul>	<ul style="list-style-type: none"> <li>Decisions may impact entire department/division and college which could be strategic or operational in nature. Decisions may be made through collaborative efforts</li> <li>Has decision making authority for own area, subject to division head approval</li> <li>Makes decisions based on established policies and procedures</li> <li>Many issues encountered may be complex and broad in scope and require analysis, cross-functional problem solving to achieve effective resolution</li> <li>Solutions may require input and collaboration with others, and may have consequences that reach beyond own department and division</li> <li>Anticipates internal and/or external challenges; recommends solutions based on expertise</li> </ul>	<ul style="list-style-type: none"> <li>Firm understanding of the internal and external environment and how it affects the college and academia in general</li> <li>In-depth knowledge in area of responsibility required with working knowledge of related areas.</li> <li>Several years of progressive experience in field of expertise required</li> <li>Expertise in understanding and following project plans, including the coordination of multiple resources and activities</li> <li>Ability to coordinate work within the department and collaborate with resources from other areas of the college</li> <li>Bachelor's degree required; Advanced degree or additional training may be required or preferred, depending on the position</li> </ul> <p><b>For management staff:</b></p> <ul style="list-style-type: none"> <li>Successful experience in managing own work and work of others based on departmental performance standards for cost and/or budget management, quality, and output (e.g., demonstrated supervisory and organizational skills, ability to set priorities for self and others, schedule work activities, allocate resources and provide appropriate feedback)</li> <li>Prior management/supervisory experience required for management positions.</li> </ul>

	Strategic Influence	Authority and Accountability	Problem Solving and Decision Making	Knowledge, Skills, and Experience
Intermediate Administrator	<ul style="list-style-type: none"> <li>Typically contributes insight and expertise toward department management on operational issues, and sometimes more strategic issues</li> <li>Erroneous decisions would most likely cause delays, injury to self, and moderate expenditure of time, human and financial resources</li> </ul>	<ul style="list-style-type: none"> <li>Typically reports/accountable to division/department management</li> <li>Responsible for executing specific responsibilities and delivering results for area of focus</li> <li>Responsible for planning and scheduling own work flow and timetables, within department/division guidelines</li> <li>Contributes as a team member and resource to others in the department</li> <li>May assist in identifying areas for improved efficiency or effectiveness within prescribed parameters</li> </ul> <p><b>For management staff:</b></p> <ul style="list-style-type: none"> <li>Supervises staff holding positions in the same or similar position family or function</li> <li>Provides oversight to staff including scheduling of work. This includes setting priorities and performance standards and ensuring adherence, and training</li> <li>May monitor expenditures within budget; may make recommendations to department management on human resources issues such as hiring, termination, performance reviews, promotions, etc. for own staff</li> </ul>	<ul style="list-style-type: none"> <li>Decisions and actions impact primarily work flow, project processes, and timeframes</li> <li>Issues are typically multifaceted in nature require input from others to achieve resolution. Issues involve own area of responsibility, and may have implications that involve related areas.</li> <li>Problem solving involves resolving resource coordination and availability, evaluating and resolving discrepancies with people and processes</li> <li>A level of self-direction is expected with support from the immediate supervisor</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate understanding of the department/functional area's objectives and goals, and how own position contributes to overall strategic direction of the college</li> <li>Some experience in the field of expertise required</li> <li>In-depth knowledge in area of responsibility required; working knowledge of related areas helpful.</li> <li>Bachelor's degree generally required; equivalent work experience may be substituted depending on the position. Advanced degree or additional training may be required or preferred, depending on position</li> </ul> <p><b>For management staff:</b></p> <ul style="list-style-type: none"> <li>Supervisory experience preferred</li> <li>May require cross-functional collaboration and a systems thinking approach</li> </ul>

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<b>Senior Contributor/Administrator</b>	<ul style="list-style-type: none"> <li>• May contribute insights and ideas on processes, procedures and efficiency to supervisor and/or department manager</li> <li>• Erroneous decisions might cause delays in schedules and could cause injury to self and others. Moderate expenditure of time, human, and financial resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Typically reports/accountable to department management</li> <li>• Acts as a resource to team members and/or a specific area administrator, team or group</li> <li>• Responsible for performing a variety of position duties and activities, and following the standards and practices of the position, department, and division</li> <li>• May act as a mentor/guide to less experienced staff and/or student workers in a similar role.</li> </ul> <p><b>For management staff:</b></p> <ul style="list-style-type: none"> <li>• Supervises staff holding positions in the same or similar position family or function</li> <li>• Plans and oversees the daily work of staff, including scheduling of work. May also include setting priorities and performance standards and training</li> <li>• May monitor expenditures within budget; may make recommendations to department management on human resources issues such as hiring, termination, performance reviews, promotions, etc. for own staff</li> </ul>	<ul style="list-style-type: none"> <li>• Decisions and actions generally impact own functional area operationally</li> <li>• Follows instruction from supervisor or manager regarding work flow, prioritization and specific work processes to manage time with some level of autonomy</li> <li>• Issues/resolution vary in complexity and may involve selecting from established procedures. Solutions are guided by instructions, standards and practices</li> <li>• Problem solving and decision making outside standard procedures may require involvement of the supervisor</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates specific understanding of department goals/objectives and how own position contributes to overall strategic direction of the college</li> <li>• Specialized knowledge and skills in area of responsibility required</li> <li>• Related experience required</li> <li>• Ability to set priorities for self and manage own time, effort and activities</li> <li>• Ability to participate as an active team member</li> <li>• Associates degree generally required; equivalent work experience may be substituted for some positions. Bachelor's degree or additional training may be required or preferred, depending on the position.</li> </ul> <p><b>For management staff:</b></p> <ul style="list-style-type: none"> <li>• Supervisory experience preferred</li> </ul>

	Strategic Influence	Authority and Accountability	Problem Solving and Decision Making	Knowledge, Skills, and Experience
<b>Intermediate Contributor</b>	<ul style="list-style-type: none"> <li>Contributions generally take the form of suggestions for improving efficiency and procedures in own functional area</li> <li>Suggestions for improvement to processes and procedures are expected</li> </ul>	<ul style="list-style-type: none"> <li>Typically reports/accountable to department management</li> <li>Responsible for following department and division procedures</li> <li>Work is periodically monitored under general supervision</li> <li>May act as a guide to less experienced staff in a similar role. Generally does not have responsibility for overseeing others, with the exception of possibly student workers</li> </ul>	<ul style="list-style-type: none"> <li>Decisions are generally limited to own position and may be of moderate scope/complexity</li> <li>Issues are generally routine and similar to those encountered in the past</li> <li>Issues are resolved by following specific standards and procedures. Problem solving and decision making outside standard procedures requires involvement of the supervisor</li> <li>Input is expected to help improve departmental operations</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates broad knowledge of department objectives/goals and how own position contributes</li> <li>Some experience in similar role preferred, or, demonstrated proficiency in required skills (through education, training, etc.)</li> <li>Ability to participate as an active team member and communicate effectively with co-workers.</li> <li>High School diploma or GED required; Associates or Bachelor's degree or additional training may be required or preferred, depending on the position</li> </ul>

	Strategic Influence	Authority and Accountability	Problem Solving and Decision Making	Knowledge, Skills, and Experience
<b>Contributor</b>	<ul style="list-style-type: none"> <li>Contributions generally take the form of completion of routine technical tasks associated with specific projects</li> </ul>	<ul style="list-style-type: none"> <li>Reports/accountable to department supervisor</li> <li>Responsible for following department and division detailed instructions and procedures</li> <li>Works under direct supervision and follows specific instructions; work is subject to close review</li> </ul>	<ul style="list-style-type: none"> <li>Decision-making is limited to selecting from several pre-determined and pre-approved approaches depending upon circumstances</li> <li>Issues are routine and similar to those encountered in the past</li> <li>Issues are resolved by following specific standards and procedures. Problem solving and decision making outside standard procedures requires involvement of the supervisor</li> <li>Input is encouraged to help improve departmental operations.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates awareness of department objectives/goals and how own position contributes</li> <li>Some experience in similar role may be preferred, or, if no prior experience, demonstrated proficiency in required skills (through education, training, etc.)</li> <li>Ability to participate as an active team member and communicate effectively with co-workers.</li> <li>High School diploma or GED required; additional vocational or specialized training may be required or preferred</li> </ul>