

CITY OF DUBLIN, OHIO

Organization Matrix – Process Overview

The foundation of any sound compensation program is a clear understanding of the relationships among jobs in the organization including the nature and level of impact that each has on the organization's success.

The Organization Matrix process is designed to create a logical framework for comparing the internal and external value of jobs based on performance criteria linked to the City's business strategy and objectives.

Designed specifically for the City of Dublin, the Organization Matrix describes the City organization through:

- *Career Bands*, or broad levels of contribution representing the nature of impact that a role has on the City's success.
- *Core Processes*, or principal City functions or service areas (Public Safety, Public Works, Parks & Recreation, Development, and Finance/Administration/Information Technology).

Career Bands provide a consistent methodology for a team of City leaders to place positions in the salary structure based on their impact and contribution to City operations. Positions are assigned to the structure based on the scope, complexity, and impact of their roles using general band descriptions, below, and by comparisons with other City jobs.

Six Career Bands have been defined for the City of Dublin. Each of these bands represents three potential job levels similar to a typical job family (learner, doer, expert). These levels are tied to the salary structure through a salary range.

- The "Guidance" and "Leadership" bands have only one level, or pay range, since senior leadership positions are expected to perform a wide range of leadership functions without requiring a change in the pay range.
- The remaining bands have three potential "levels" of pay ranges. Positions are assigned to an appropriate level in their Band by comparing the position's responsibilities with the Band Descriptions.
 - Positions that fully meet all criteria are assigned to the middle level in the Band.
 - Where roles and responsibilities are noticeably larger or smaller than the core description, the position will be assigned to the highest or lowest level in the band, respectively.
 - Level placement is validated by internal comparisons with other jobs in the band and level.

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CAREER BAND DESCRIPTIONS

Level 1 - Guidance

The top position in the City responsible for the long-term guidance, direction, and success of City operations and services. The incumbent is responsible for defining the mission, vision, values, and priorities for the City consistent with the needs and goals of various constituencies, officials, and citizens in the development of a strategic plan for the City and is accountable for achieving the established goals within the financial resources available. The focus of this position is on the long term viability and success of City operations and services.

Level 2 - Leadership

Heads of major City service areas (e.g. Public Safety, Public Works, Parks & Recreation, Development, Finance/Administration/Information Technology) which have a substantial impact on the total City operations. Incumbents may have line responsibilities for an area offering complex services with direct and primary responsibility for substantial financial resources; or they may be responsible for an area that has significant and strategic impact on the entire City's current and future success. Reporting directly to the City Manager, individuals at this level are members of his/her executive team and collaborate on developing tactics for implementing the City's strategic plan within their service area. In that capacity, they must maintain an appropriate balance between vision for the future of the City and the actual successful implementation of strategic and tactical plans within their assigned function or discipline.

Level 3 - Operations

Heads of important City functions who focus on translating the strategic and tactical plans for the City to operational plans for their specific function. Incumbents may report either to the City Manager or to another member of the executive team. In their leadership role, they may be responsible for a function that provides important City services (e.g. Engineering, Parks Operations, Streets & Utilities Operations, Recreation Services, and the like) including the direct management of human and capital resources; or they may lead critical support functions (e.g. Human Resources, Community Relations, and the like) that impact the entire City. They maintain an appropriate balance between vision for the future of their function and the actual successful implementation of strategic and tactical plans for their assigned function or discipline.

Level 4 - Implementation

Core professional, technical, or service roles that provide ongoing services and support for City residents, colleagues, and/or other constituents with a focus on the implementation of specific plans, programs, and objectives. Incumbents may be individual contributors with a solid foundation in a specific function or discipline; or supervisors of staff in support or service functions. They apply their understanding of policies, theories, and complex procedures to make judgments regarding the most appropriate method or process to use in a variety of situations and work with a high degree of independence in accomplishing their assignments. Their focus is on the successful implementation of defined strategies, tactics, and programs consistent with City standards of performance, quality, and service.

Level 5 - Implementation Services

Critical roles in office, clerical, technical, skilled craft, or administrative functions that enable others in the organization to focus on their specific goals and objectives. Incumbents may be individual contributors or team members with in-depth and highly specialized knowledge of the practices and procedures in their area or craft; or supervisors/work leaders with responsibility for providing work direction to others in support or service roles. Their focus is on the completion of multiple assigned activities, balancing time and priorities appropriately and maintaining consistency with their work group's or team's objectives.

Level 6 - Specialized Services

Important support roles in clerical, technical or service functions that provide routine and standardized services in their assigned work group or service area. Incumbents are typically members of a work group or team with responsibilities for performing well-defined and specific work assignments. Alternatively, incumbents at this level may be involved in a formal apprenticeship or training program in a skilled craft or technical job family. Their focus is on the immediate achievement of defined activities consistent with City standards and procedures.