

# pHCLE Study Group

## Culture & Total Rewards

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November 17, 2021



# Share with the group!

In the chat please share...

Your best study tip.

## Study Session Outline:

- Introductions
- Preparing for the exam
- How I prepared...
- Checking for baseline understanding: Kahoot!
- Reviewing each quadrant:
  - pHCLE Standards
  - Instructor Examples
  - Q&A
- Overall Q&A

## Study Session Purpose:

1. Gain strategies to prepare for your exam
2. Briefly review four areas of the standards
3. Learn from instructor examples
4. Highlight areas for additional preparation through practice test questions
5. Answer your questions about the exam

# Preparing for your Exam

## Reading Reference Guide

The pHCLE Reading Reference Guide is resource to help you engage in a self-study program for the certification exam. The guide defines key terms and provides links to suggested readings to help you further your learning. Topics are organized by the Human Capital Leaders in Education Professional Standards.

## AASPA Recorded Webinars

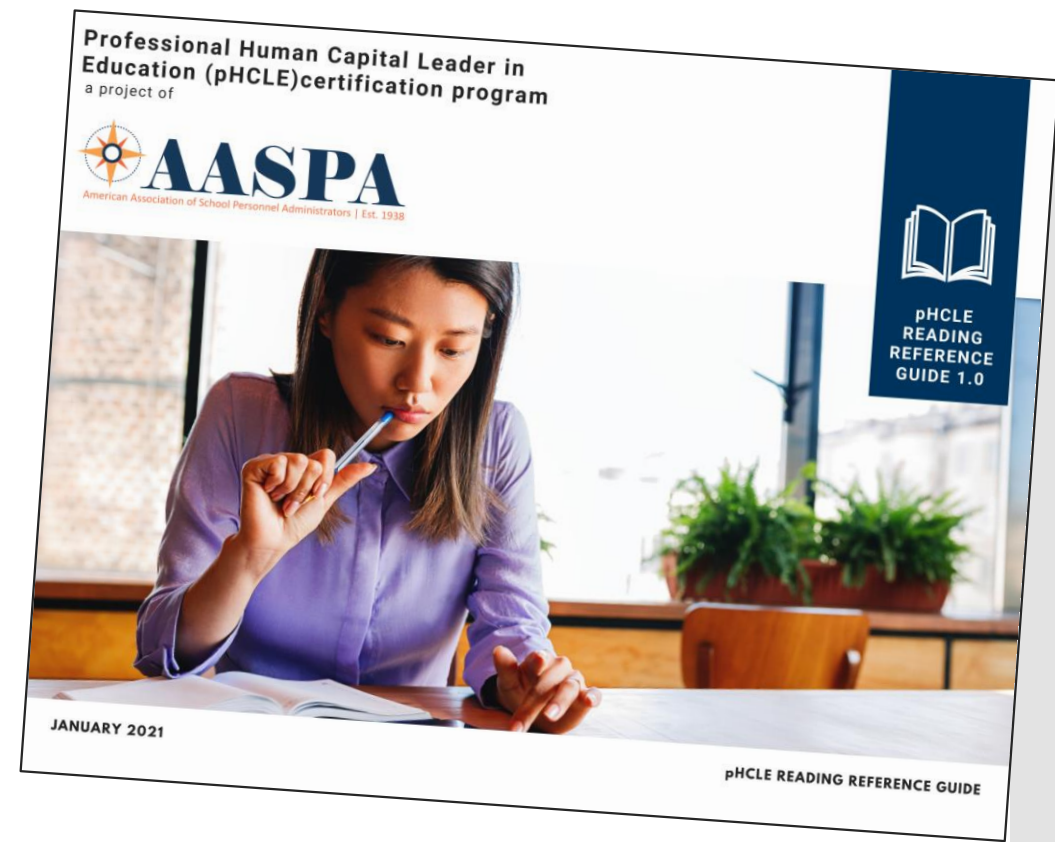
AASPA offers recorded webinars as an additional resource for our members. Webinar topics are researched, created, and delivered by AASPA members. All webinars align with HCLE standards and some are eligible for HRCI or SHRM re-certification credit.

## Study Sessions

These sessions will be recorded and accessible to review after the they are completed.

## Other Professional Development Activities

Other growth and development activities such as reading HR books and articles, attending an HR conference, taking classes, etc. will help prepare individuals for the pHCLE exam.



Webinar Title	Recording Date	HCLE Topic 1	HCLE Topic 2
Increasing Your Instructional Candidate Pool When Competition is High!	11/23/2020	Recruiting	Career Ladders
Teacher Internships as a Component of a Viable Teacher Recruitment Pipeline	11/17/2020	Recruiting	Career Ladders
Hire Top Talent Using Standards Based Interview Protocols	11/10/2020	Selection	
Developing a Mentoring Program for Education Support Professionals	7/2/2020	Continuous Improvement	Onboarding
How to Engage Education Support Professionals in District-Wide Professional Development	6/30/2020	Strategic Alignment	Training & Development
The New Title IX: Unexpected Consequences for K-12 Labor and Employment	6/2/2020	Sustainability & Risk Management	
At the Top of Your Recruiting Game	4/8/2020	HR Branding	Recruitment
An HR Brand is Not Just a Logo, a Website or your Business Cards...It's an Experience	3/31/2020	HR Branding	Recruitment

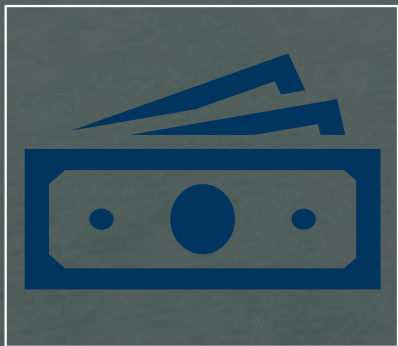
# Culture & Total Rewards



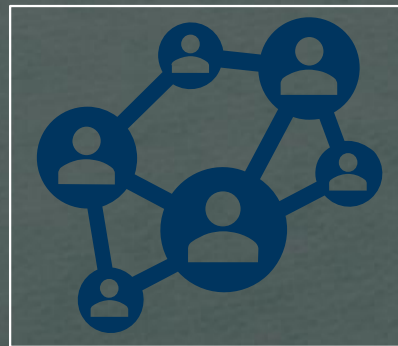
Employee  
Engagement



Rewards &  
Recognition

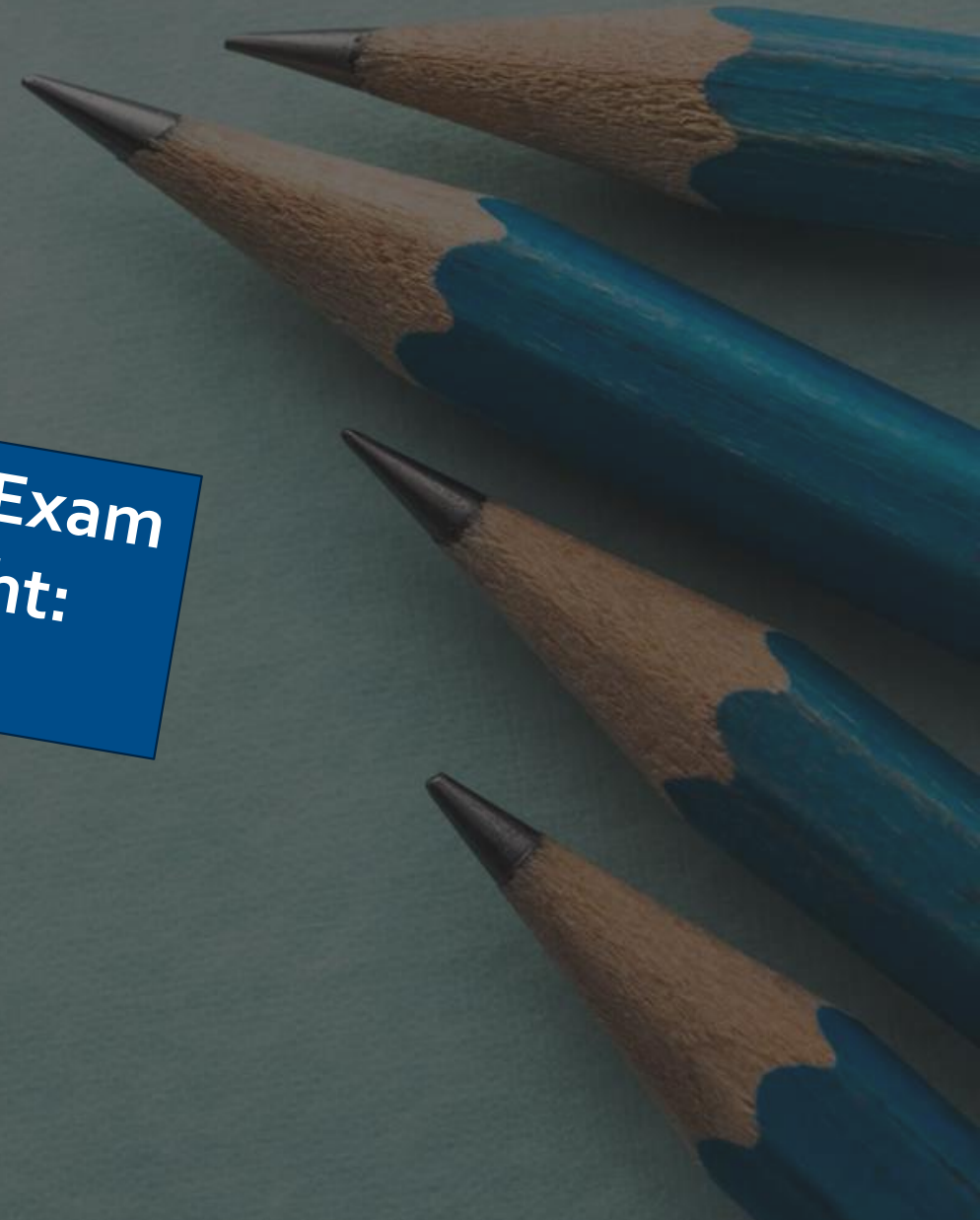


Compensation  
& Benefits



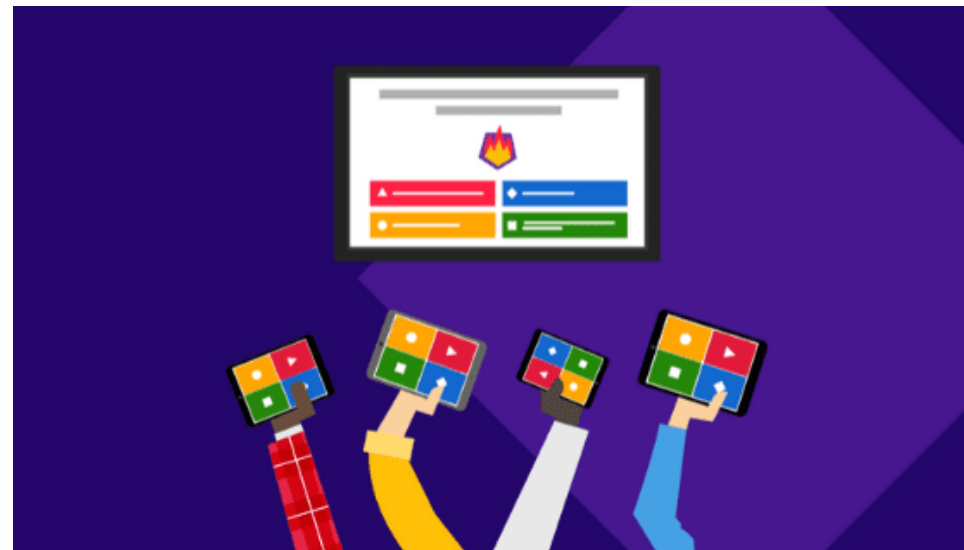
Organizational  
Culture

**pHCLE Exam  
Weight:  
20%**



# Check Your Understanding: Culture & Total Rewards

# Kahoot!



# Employee Engagement

*The quality of individuals' interactions  
with their work and strength of their  
commitment to their workplace.*

# Employee Engagement

HCLE Standard	Content Outline	Terms & Definitions
<b>C.EE.1 Foster employee engagement.</b>	<ul style="list-style-type: none"> <li>Theories of motivation and engagement (i.e., Maslow’s Hierarchy of Needs, Theory X and Theory Y, Expectancy Theory, Self-Determination Theory, Implicit Theories/ Mindsets, Motivation-Hygiene Theory).</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Employee Engagement:</b> The quality of individuals' interactions with their work and strength of their commitment to their workplace.</li> <li><input type="checkbox"/> <b>Employee Satisfaction:</b> Extent to which employees are happy or content with their jobs or work environment.</li> <li><input type="checkbox"/> <b>Motivation:</b> Internal and external factors that drives the desire and energy of someone to be committed to their work or pursue a goal.</li> </ul> <p><i>See study guide for more terms and definitions.</i></p>
<b>C.EE.2 Oversee labor relations and professional associations.</b>	<ul style="list-style-type: none"> <li>History of labor relations/collective bargaining, and implications for practice.</li> <li>Goals of, and processes involved in, interest-based bargaining.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Interest-based Bargaining:</b> Negotiation strategy in which parties collaborate to develop mutually beneficial agreements. Also referred to as integrative bargaining and win-win bargaining.</li> <li><input type="checkbox"/> <b>Positional Bargaining:</b> Negotiation strategy that involves holding to a fixed idea or position.</li> </ul>



# C.EE.1 Foster employee engagement.

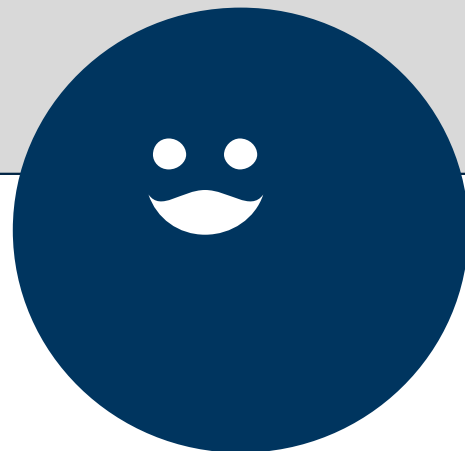
**Engagement** is defined as an individuals' interactions with their work and strength of their commitment to their workplace.

Gallup notes **employee engagement** "describes the basic psychological needs that must be met in order to perform your work well."

## Engaged

"those who are involved in, enthusiastic about and committed to their work and workplace..."

Typically get 1.5X effort and work from these individuals in one day



## Not Engaged

Are generally satisfied with work but don't tend to give discretionary effort.

Can be easily swayed between "Engaged" and "Actively Disengaged"

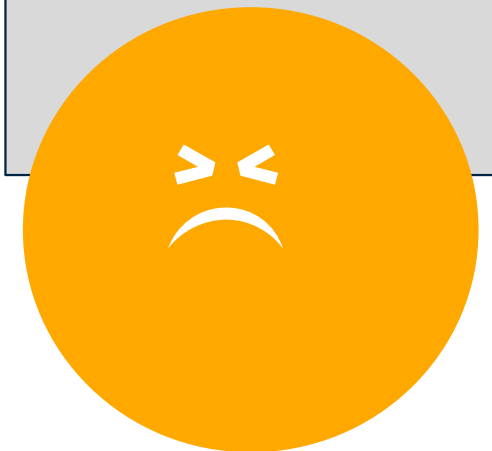
Typically get 1 day work = 1 day's time



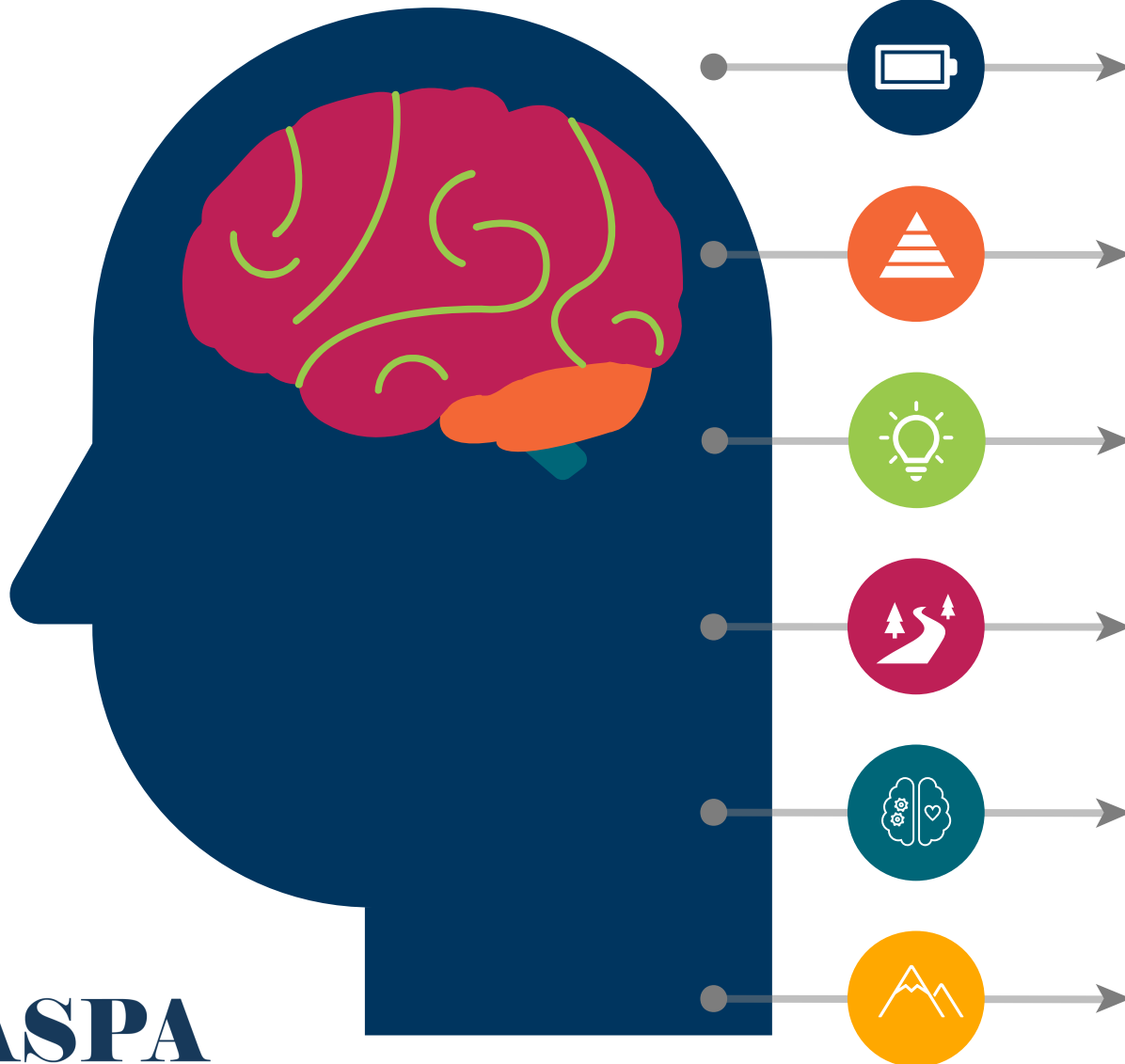
## Actively Disengaged

Need to be actively managed to get average performance. Pull down the engagement levels of co-workers.

Known as *CAVE* dwellers – These people are *Constantly Against Virtually Everything*



# Theories of Motivation & Engagement



## Expectancy Theory

Behavior is motivated by anticipated results or consequences. Perceptions are shaped by 3 factors: expectancy, instrumentality, and valence.

## Maslow's Hierarchy of Needs

Individuals have varying levels of needs, each of which must be met before progressing to others (physiological → safety → love/belonging → esteem → self-actualization).

## Motivation-Hygiene Theory

Certain factors cause job satisfaction when present (motivation factors) while others cause dissatisfaction when absent (hygiene factors).

## Self-Determination Theory

People have three fundamental needs—autonomy, competency, and relatedness—that foster intrinsic motivation when met



## Theory of Intelligence (Mindsets)

Individuals with a fixed mindset believe that intelligence and ability are fixed/stable traits while a growth mindset believes that intelligence and ability are malleable and can be improved.

## Theory X and Y

Theory X: People avoid responsibility, so must be supervised.  
Theory Y: If work is satisfying, people will seek additional challenge.

# C.EE.2 Oversee labor relations and professional associations.

	Positional Bargaining 	Interest-based Bargaining 
<b>Goal</b>	Win at all costs. Take no prisoners.	How to we reach a solution that benefits everyone involved?
<b>Participants Role</b>	Adversaries. Warriors.	Team-mates. Problem-solvers.
<b>Approach</b>	We must win. They must lose. Face-to-Face.	Work together to reach an effective, mutually agreed to win-win plan. Side-by-side.
<b>Interests</b>	Defend our ground. This is our position.	What are we trying to achieve? What are the groups interests? How can we satisfy both mutual and separate interests?
<b>Position</b>	This is what we want. You will compromise, we will not. We need this today.	How can we come to a mutually advantageous decision? Can we find a resolution that is sustainable and good for the long-term?
<b>Evaluation</b>	No discussion of issues and options, only positions. We have "power," and you will do what we say.	We use defined criteria and standards to evaluate a variety of issues and options.
<b>Tactics &amp; Behaviors</b>	Anger. Threats. Pressure. Control.	Calm. Cool. Collected. Collaborate. Flexibility.

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# Rewards & Recognition

*Total rewards are all the financial and experiential incentives, rewards, and benefits provided to employees by their employer.*



# Rewards & Recognition

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# Rewards vs. Recognition

## Rewards

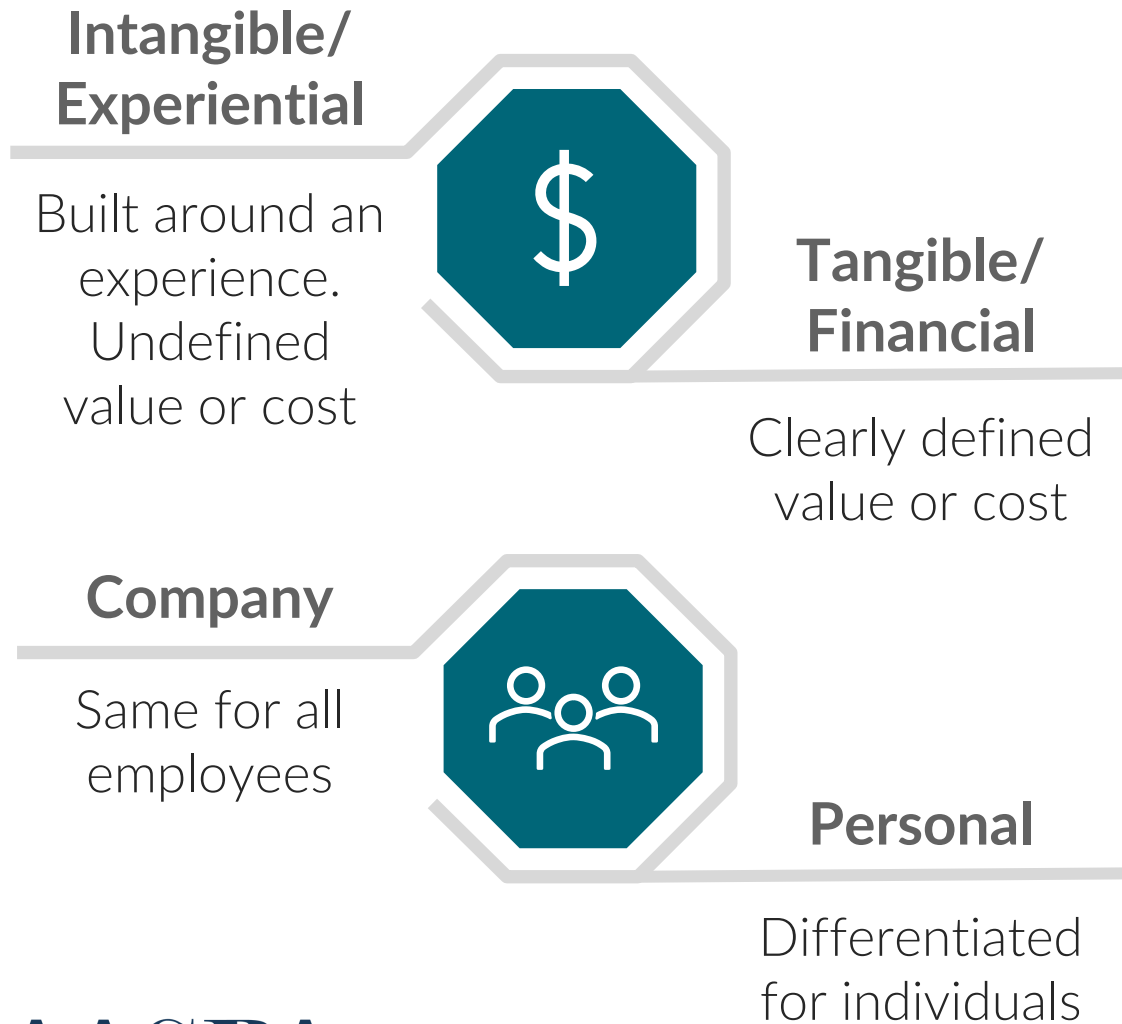
- Awards performance or accomplishment
- Given in exchange for good work

## Recognition

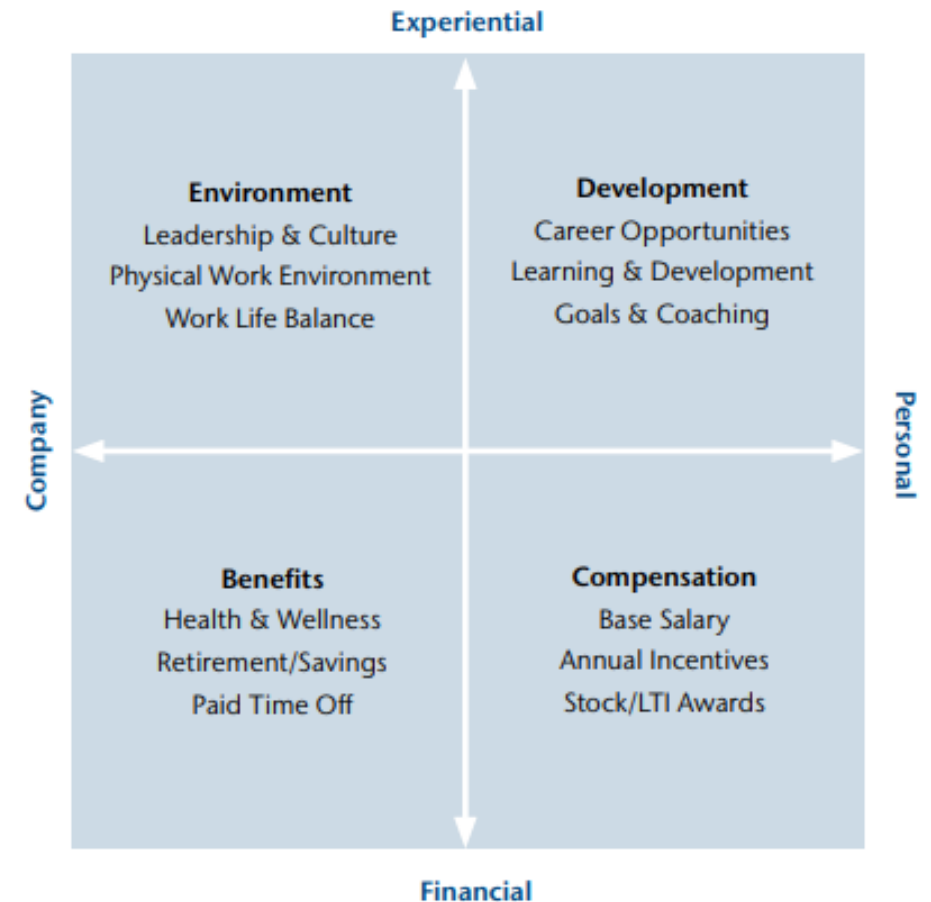
- Awards effort or desired behaviors
- Honors or calls attention to actions



# C.RR.1 Develop a total rewards strategy.



## Total Rewards Framework





# Rewards & Recognition

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# Compensation & Benefits



# Compensation & Benefits

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<b>C.CB.2 Develop a benefits program.</b>	<ul style="list-style-type: none"> <li>• Healthcare network types: HMO and PPO</li> <li>• Healthcare plan terminology</li> </ul>	<ul style="list-style-type: none"> <li>❑ <b>Co-pay:</b> A fixed amount an individual pays for a covered health care service.</li> <li>❑ <b>Deductible:</b> Amount an individual pays for covered health care expenses before an insurance company begins to pay on a health insurance claim.</li> <li>❑ <b>Premium:</b> The amount that an individual and/or their employer pays for a health insurance plan.</li> </ul>

# Compensation Study Process



# C.CB.1 Design an aligned compensation system.

## Job Evaluation

**Definition:** The systematic review of jobs in comparison to pre-determined factors. These factors provide guidance on the worth of specific knowledge and skills, effort, responsibility, or working conditions across the organization.

What job evaluation is **not**:

- Individual, person-based
- Evaluating the work performance of a person or group of people in that job

## Important things to know about job evaluation...

1. Relies on up-to-date job descriptions
2. Compares and evaluates jobs, not the people performing the jobs
3. Should be done when...
  - New job created
  - See significant changes in a job
  - See significant changes in a department
  - Reviewing the entire department of organization
4. Considered important for ensuring internal pay equity and determining what is “equal work”



# C.CB.1 Design an aligned compensation system.

Job Evaluation Methodology	Description
1) <i>Ranking</i>	Compare jobs to each other based on the overall worth of the job to the organization.
2) <i>Classification</i>	Classify jobs into an existing grade/category structure or hierarchy. Each level in the grade/category structure has a description and associated job titles.
3) <i>Point Factoring</i>	Rank jobs using a system based on factors and points. Point Factoring is based on two premises: <ul style="list-style-type: none"> <li>• Certain identifiable elements or factors are present in all jobs but to varying degrees.</li> <li>• These identifiable elements or factors can be objectively measured or evaluated.</li> </ul>

## 1) Ranking

Title	Level	Pay Band
Superintendent	Executive	E1
Chief Academic	Executive	E2
Chief Financial	Executive	E2
Chief Operations	Executive	E2
Chief HR	Executive	E2
Executive Director Transportation	Upper Mgmt	G1
Executive Director Nutrition Services	Upper Mgmt	G1
Director Equity, Diversity, Inclusion	Upper Mgmt	G2
Director Facilities	Upper Mgmt	G2
Director Federal Programs	Upper Mgmt	G2

# C.CB.1 Design an aligned compensation system.

## 2) Classification (Example)

<b>STATE OF OHIO (DAS)</b> CLASSIFICATION SPECIFICATION	<b>CLASSIFICATION SERIES:</b> Data Analytics <b>MAJOR AGENCIES:</b> All Agencies	<b>SERIES NO.:</b> 6693 <b>EFFECTIVE DATE:</b> 12/08/2019
<b>SERIES PURPOSE:</b> The purpose of the data analytics occupation is to recommend actionable business solutions & insights impacting agency goals & objectives to agency leaders through the use of statistical analysis & data visualization tools & techniques.  The advanced level class researches business problems & uses data analytics & statistical analysis to recommend business solutions.		
<b>GLOSSARY</b> Data Analytics - the process of examining data sets in order to draw conclusions about the information they contain, increasingly with the aid of specialized systems and software.  Data Analysis - a process of inspecting, cleansing, transforming, and modeling data with the goal of discovering useful information, informing conclusions, and supporting decision-making.  Data Visualization - the graphical representation of information and data using visual elements like charts, graphs, and maps, data visualization tools provide an accessible way to see and understand trends, outliers, and patterns in data.		
Note:  This series does not include positions whose primary duties are identified in the following classifications: Management Analyst, 63211 Statistician, 66912 Business Process Analyst 1, 66961 Business Process Analyst 2, 66962 Business Process Analyst 3, 66963		

Pay Range Classification Booklet  
Updated 2/14/2021

JOB CODE	JOB TITLE	EFF DATE	BU	RNG	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
67171	Data Administration Manager 1	3/7/2004	22	14	\$31.76	\$33.56	\$35.37	\$37.29	\$39.40	\$41.59	\$43.31	\$45.34	
67172	Data Administration Manager 2	3/7/2004	22	15	\$34.89	\$36.85	\$38.93	\$41.07	\$43.35	\$45.73	\$47.60	\$49.84	
67173	Data Administration Manager 3	3/7/2004	22	16	\$38.47	\$40.61	\$42.84	\$45.24	\$47.73	\$50.46	\$52.53	\$54.99	
66931	Data Analytics Specialist	12/8/2019	14	33	\$27.96	\$29.32	\$30.78	\$32.27	\$33.84	\$35.54	\$37.24	\$39.09	\$41.01
64156	Data Base Administrator 1	3/7/2004	22	15	\$34.89	\$36.85	\$38.93	\$41.07	\$43.35	\$45.73	\$47.60	\$49.84	
64157	Data Base Administrator 2	12/15/1991	22	16	\$38.47	\$40.61	\$42.84	\$45.24	\$47.73	\$50.46	\$52.53	\$54.99	
64158	Data Base Administrator 3	12/15/1991	22	17	\$42.38	\$44.72	\$47.22	\$49.83	\$52.62	\$55.55			

## 3) Point Factoring (Example)

### Minimum Job Requirements

- **Education:** Bachelor's degree in education, business, or related field
- **Work Experience:** 3+ years of relevant experience

### FACTOR: Education and Training

Definition: This factor measures the amount of education and/or training required to successfully perform the duties of the position.

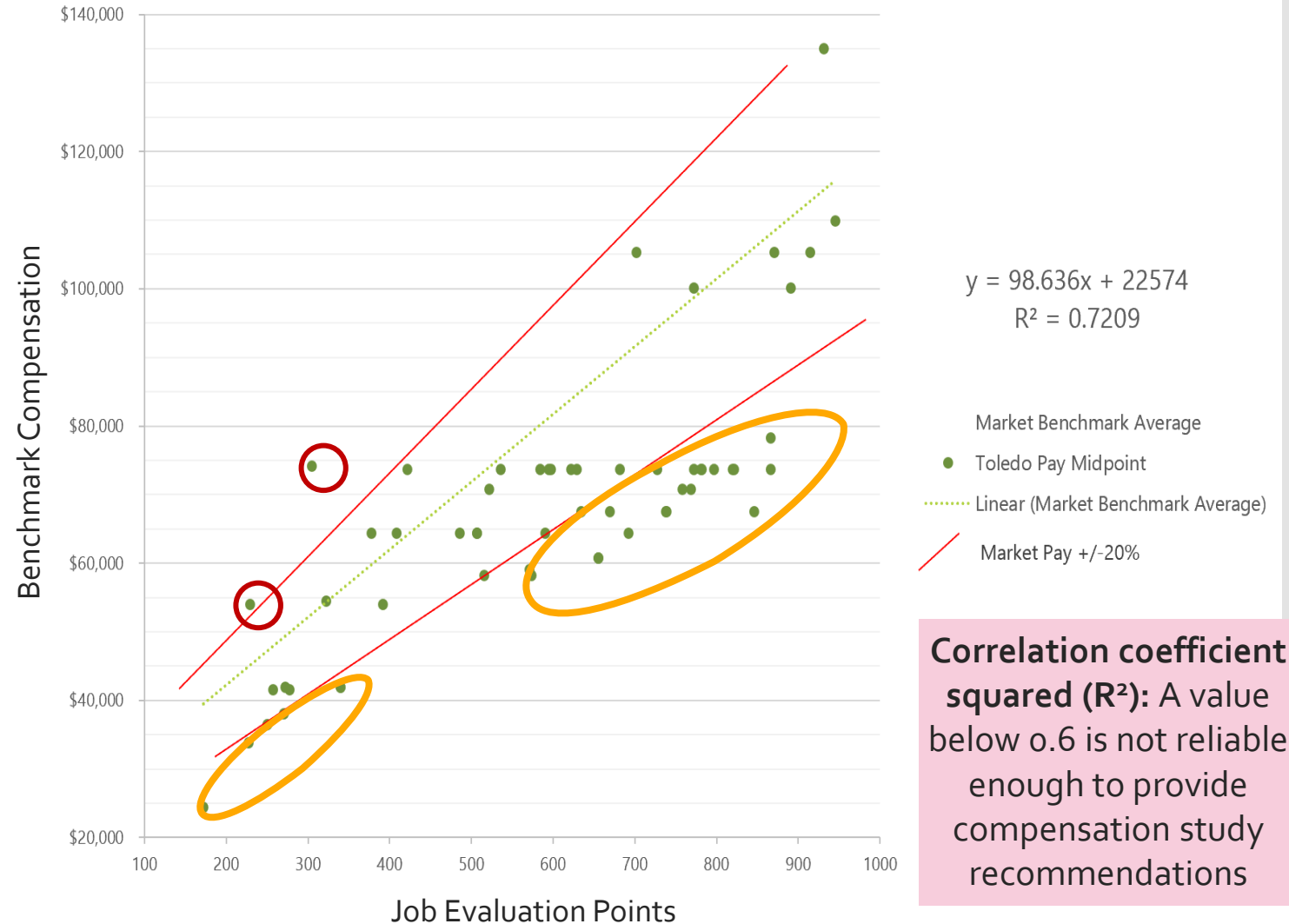
Degrees	Points	Descriptions
1	0	Non-Specified. No degree is required.
2	10	High school diploma or GED.
3	20	Relevant 2-year college degree.
4	30	Relevant 4-year college degree.

Example Classification System: [Ohio Department of Administrative Services>Divisions > HumanResources>Organizational Development > Classification and Compensation > Classification Specifications \(ohio.gov\)](#)

# C.CB.1 Design an aligned compensation system.

## Market Analysis

- Benchmark compensation data- Markets can be defined looking at organizations of similar (1) industry/market, (2) competitor, (3) geography, (4) size, (5) financial state, (6) strategy/goals
- "Market competitive" (rule of thumb) is when pay is within 20% below or above market
- **According to Sherman Antitrust Act:** Compensation surveys must be managed by a third party; Data must be more than **3 months old**; and all benchmarks must be derived from at least **five** entities, and no individual entity can represent more than 25 percent of the data.



**Correlation coefficient squared ( $R^2$ ):** A value below 0.6 is not reliable enough to provide compensation study recommendations



# What to know when it comes to compensation

- Compensation study process to ensure base pay is both *market competitive* and *internally equitable*
- Compensation study process:
  - 1) Update job descriptions using job analysis
  - 2) Conduct job evaluation
  - 3) Complete a market study analysis
  - 4) Make adjustments
- Markets can be defined looking at organizations of similar (1) industry/market, (2) competitors, (3) geography, (4) size, (5) financial state, (6) strategy/goals
- "Market competitive" is when pay is within 20% below or above market
- There are different job evaluation methodologies including ranking, classification, and point-factoring. Know how they are different and the associated pro/con's
- The two premises ***point factoring*** is based upon and the important things to remember when ***evaluating jobs***

# HMOs vs. PPOs

Categories	Health Maintenance Organization (HMO)	Preferred Provider Organization (PPO)
Premiums	More affordable, lower monthly premiums and a low or no annual <i>deductible</i>	Higher <i>premiums</i>
Flexibility	Lower flexibility	Higher flexibility
Copayments	Low <i>copayment</i> for in-network (no out of network options)	Low to no in-network copay/ Out of network copay
Out of Pocket	Lower out-of-pocket expenses	Higher out-of-pocket expenses
Provider Network & Referrals	Provider network will be more restrictive; Primary care physician (PCP) coordinates care meaning referrals required for specialists	Provider network larger; Fewer restrictions on out-of-network providers; No referrals to specialists
Network	No coverage for out-of-network healthcare providers	Higher fee and separate <i>deductible</i> for out-of-network healthcare providers

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# Organizational Culture

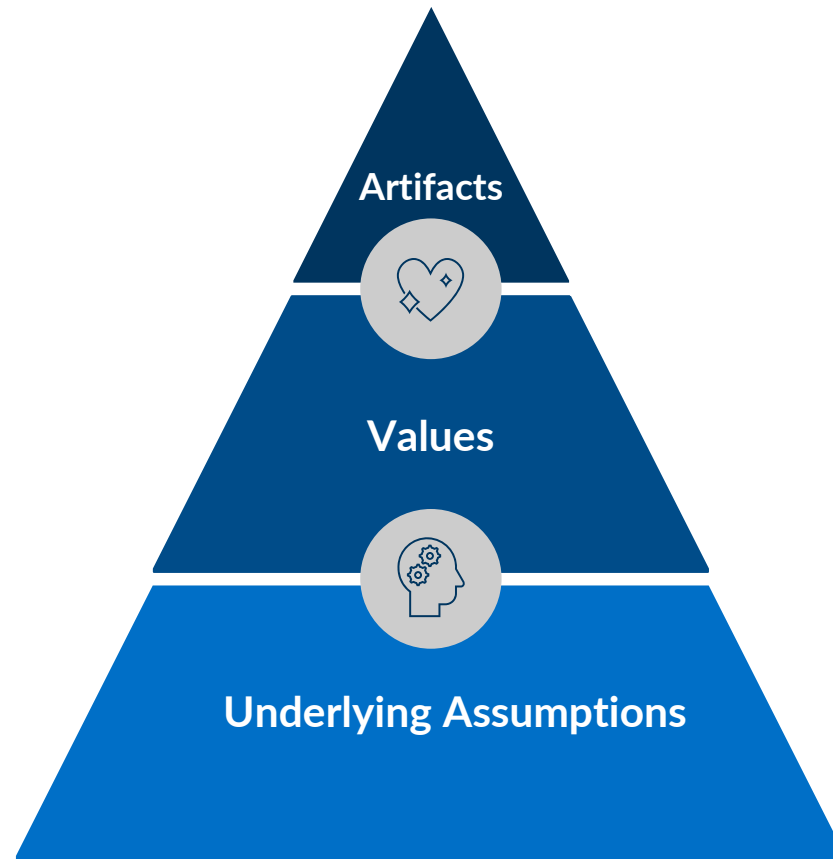
*Beliefs, values, and norms that are shared across an organization and inform employee behavior.*



# Organizational Culture

HCLE Standard	Content Outline	Terms & Definitions
<b>C.OC.1 Foster a culture that supports learning.</b>	<ul style="list-style-type: none"> <li>Wellness</li> <li>Well-being</li> <li>Levels of culture - Underlying assumptions, values, and artifacts</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Culture:</b> Beliefs, values, and norms that are shared across an organization and inform employee behavior.</li> <li><input type="checkbox"/> <b>Three Levels of Culture</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Artifacts:</b> Tangible and visible representations of culture such as office location, classroom layout, artwork, posters, and the dress code. Artifacts provide the first impression of an organization’s culture.</li> <li><input type="checkbox"/> <b>Values:</b> Stated reasons for how the organization operates. Includes the mission, vision, goals, and philosophies that drive behavior.</li> <li><input type="checkbox"/> <b>Underlying Assumptions:</b> Shared, taken-for-granted beliefs. Provide the foundation for the values and artifacts levels of culture.</li> </ul> </li> <li><input type="checkbox"/> <b>Well-being:</b> The state of being happy, healthy, and prosperous. It involves emotional, physical, psychological, social, career, and financial health.</li> <li><input type="checkbox"/> <b>Wellness:</b> The state of being in good physical and mental health.</li> </ul>
<b>C.OC.2 Promote diversity and inclusion.</b>	<ul style="list-style-type: none"> <li>Diversity</li> <li>Inclusion</li> <li>Equity</li> <li>Dimensions of diversity – Personal, Social, Organizational</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Diversity:</b> The variety of experiences and perspectives which arise from differences in personal, social, or organizational characteristics.</li> <li><input type="checkbox"/> <b>Dimensions of Diversity</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Personal-</b> often visible and unchangeable traits (e.g., race/ethnicity, color, gender, age, physical ability)</li> <li><input type="checkbox"/> <b>Social-</b> reflect life choices of the individual and often revealed only after we get to know someone (e.g., marital status, education level, religion, political affiliations)</li> <li><input type="checkbox"/> <b>Organizational-</b> associated with your work identity (e.g., seniority, work location, union membership, job level)</li> </ul> </li> <li><input type="checkbox"/> <b>Inclusion:</b> The degree to which individuals are valued, respected, and supported.</li> </ul>

# Three Levels of Culture



Provide the first impression of culture. Tangible and visible representations of culture (e.g., organizational structures, policies, dress code).

Stated reasons for behaviors. The “why” behind how your organization operates (e.g., goals, mission, vision, philosophies).

Shared, taken-for-granted beliefs. Provide the foundation for the values and artifacts levels of culture.



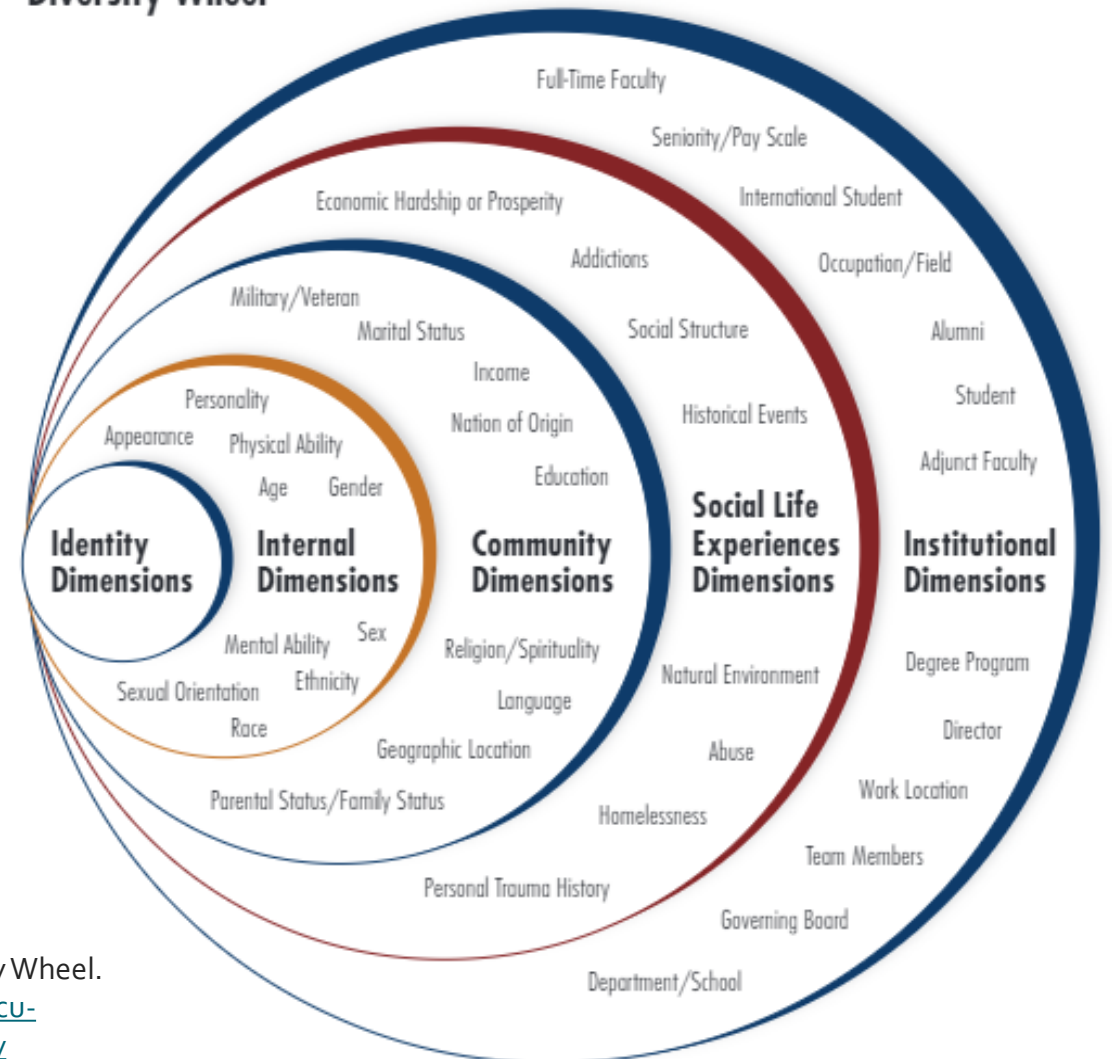
# C.OC.2 Promote diversity and inclusion.

## Diversity Wheel

We view others and are viewed by others through multiple lenses.

The diversity wheel illustrates different perspectives of diversity.

Northcentral University  
Diversity Wheel



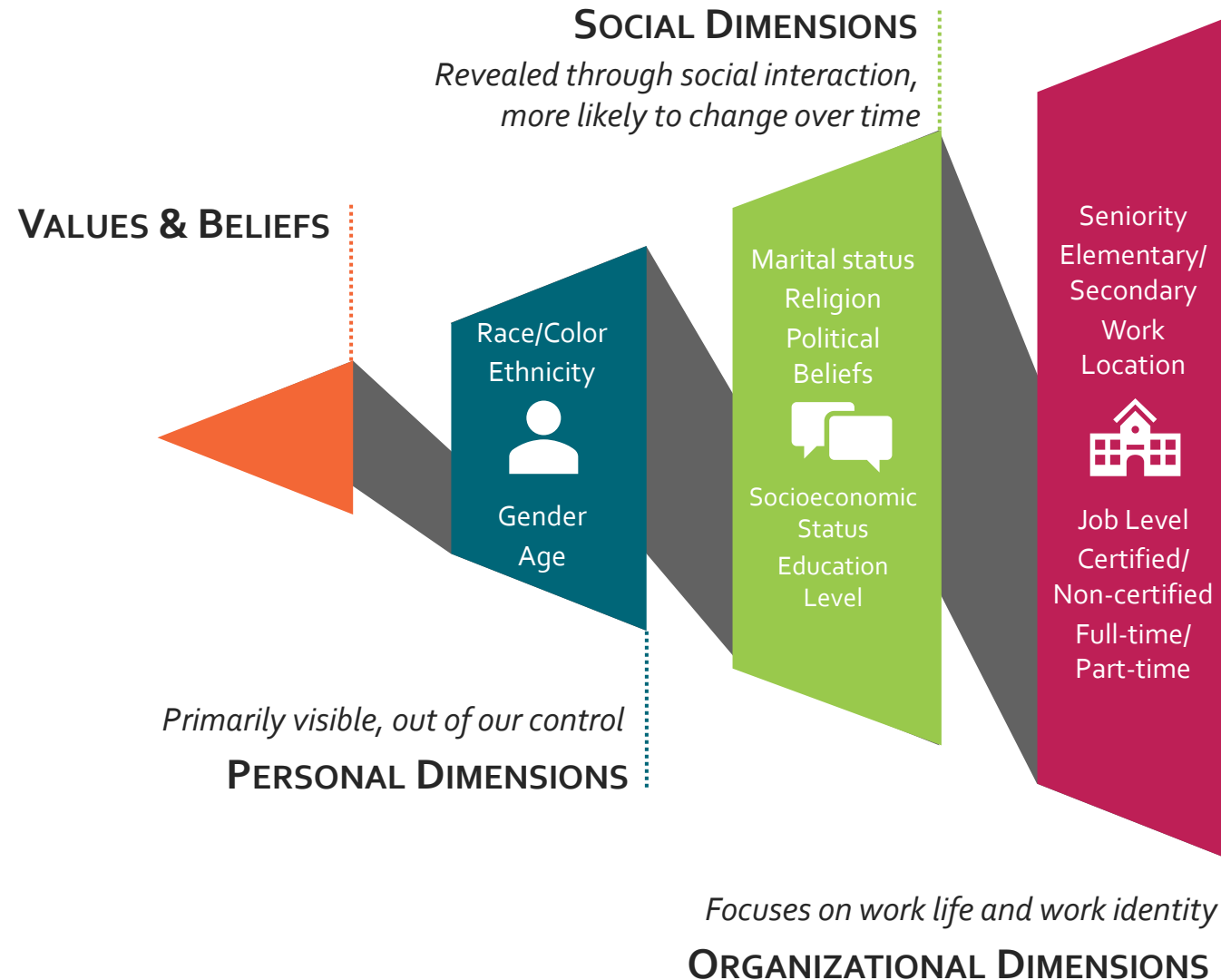
Source: Northcentral University Diversity Wheel.  
(n.d.) <https://studylib.net/doc/8323390/ncu-diversity-wheel---northcentral-university>

# C.OC.2 Promote diversity and inclusion.

## Diversity Dimensions

*What to know for the exam?*

Different dimensions as defined in **this slide** (personal, social, organizational)





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# Culture & Total Rewards



Employee  
Engagement



Rewards &  
Recognition



Compensation  
& Benefits



Organizational  
Culture

**pHCLE Exam  
Weight:  
20%**

