

Job Assessment Guide: Deputy Sector Navigator

Purpose

The purpose of this guide is to enable colleges to appropriately attract and retain Deputy Sector Navigators (DSNs) in fulfilling their responsibility as a host college.

Common assessment parameters are recommended as statewide guidance to assure income equity and optimize performance in this key talent position. Please see the attached generic job description derived from Roles and Responsibilities in RFA 18-250 as the statewide definition of DSN work. DSN functions do vary somewhat among sectors and regions, but this job description should be considered as the baseline for job assessment statewide.

This guidance is necessitated by two primary factors. First, a significant compensation disparity currently exists statewide among DSNs, with salaries ranging from \$50,000 to \$130,000 annually, a variation which does not necessarily correlate with cost of living by locale. Second, additional consideration should be given to the talent pool within which the college is competing as a significant factor in determining compensation.

Job Assessment Parameters

Following are parameters that the Chancellor's Office recommends for consideration in assessing the DSN position for compensation purposes.

This position is more similar to positions in industry than it is to assignments typically found in a college. While the job must fit within the college's classification structure, the parameters for determining this fit should consider the attributes of several customer-facing occupations in industry. These parameters include but are not limited to the following categories.

Scope:

The DSN position is regional, encompassing responsibility for substantial contributions to the colleges in meeting *Vision for Success* metrics for all programs related to the DSN's assigned sector. Scope parameters are:

Colleges: the number of colleges in the region to be served by the DSN

Enrollment: regional enrollment in programs relevant to the sector

Industry: number of employers in the sector across the region

Geography: regional territory across which the DSN must deliver benefits to colleges

DSN work plans are designed to impact *Vision Success* metrics across the scope described above. Creating this impact entails a strategic approach that addresses key elements that span a broad range of opportunities and challenges:

Vision for Success: regional achievement gaps requiring DSN intervention

Market Drivers: identification of the sector's economic and technology trends

Policy Drivers: identification of policies and regulations driving sector employment

Job Opportunities: translation of the above into opportunities for living-wage jobs

Strategy: development and execution of initiatives that enhance student success

Leadership is a key requirement for the DSN. Since they do not supervise others, a DSN's leadership is through influence, typically with college leadership, faculty, industry, and other key stakeholders. Authority comes from knowledge of the sector's issues and opportunities as they relate to the colleges' mission, requiring an approach that involves:

Convening: cultivating regional industry advisory councils and faculty forums

Facilitating: building common approaches among stakeholders for *Vision for Success*

Advancing: removing barriers and building a shared vision among stakeholders

Specialized skills and knowledge are required for DSNs to be successful. The term "industry expert" is appropriate, meaning that the DSN is expected to be knowledgeable in the sector's configuration, priorities, and workforce requirements. Beyond this definition is the need for effectiveness in the DSN's customer-facing responsibilities:

Credibility: effective communications with industry executives and college leadership

Strategic Conversations: strength in "qualifying" opportunities in *Vision for Success*

Territory Management: investing time and funds into highest-payoff opportunities

Relationship Development: cultivating networks based on a shared vision

Opportunity Development: project management in support of the colleges' initiatives

Administrative competency: reporting requirements completed in a timely manner

Relevant Labor Market Positions

The challenge for job assessment is determining comparable positions which can inform placement of the DSN position within the college's job classification structure. In addition to familiarity with the community college system and its career education programs, the DSN job duties are comparable to positions such as the following:

Business Development Executive

Product Manager

Product Marketing Manager

Regional Sales Executive

Regional Account Manager

A regional survey of these positions is recommended to inform the design and positioning of DSN job descriptions to inform the college's job assessment in competing for DSNs.

This guidance does not replace any college policy or procedure but is meant to augment job assessment for a position that is relatively unique among community colleges.