

## JOB EVALUATION AND POSITION CLASSIFICATION PROCEDURES

### A. Methodology

Job analysis and evaluation will be performed utilizing the Position Analysis Questionnaire (PAQ) to establish internal equity in the relative positioning of jobs for the University. Market analyses for benchmark jobs will be performed to establish external competitive value.

### B. Classification Plan

The classification of jobs at the University contains sixteen (16) pay grades (Grades 10 – 25). Classifying positions is done by evaluating all jobs based on a consideration of the responsibilities, skills, demands, and other work behaviors using the methodology. Jobs with similar evaluations are grouped together for the purposes of pay within the same pay grade.

### C. Procedures for Classifying Jobs

1. New Positions. New positions that have received approval for budget purposes will be analyzed by the Office of Human Resources prior to their being filled. Requests should be made for such analyses to the Director of Human Resources one month prior to being considered for advertisement. All requests should include a completed Job Analysis Questionnaire (JAQ).

A preliminary analysis of the new job will be conducted based on information available from the JAQ and may require an interview. This analysis will be utilized to establish the pay grade for the purposes of hiring into the new position. Once an initial pay grade has been established, all provisions of the administration of the compensation plan are to apply to hiring and compensation of the incumbent in the newly created position.

Approximately one year subsequent to hiring into a new position, the position will be reanalyzed as part of the standard maintenance program to ensure that it is properly classified once the particulars of the job have been detailed and the job has been in active function.

2. Changed Positions. If at any time a position is identified as having changed in some substantive way, application may be made to the Office of Human Resources for re-evaluation of the position. Such application should include annotation of the existing position description and a new JAQ indicating the nature and extent of the changes which have occurred in the position. The

requests may be initiated by the supervisor or someone higher, but must include the approval of the appropriate Vice President authorizing the review.

The Office of Human Resources will evaluate the extent to which such changes are substantive and impact the evaluation of the job. When appropriate, the Office of Human Resources will schedule the position for an interview or re-analysis. If it is determined that the changes suggested are insufficient to justify a change in classification, the Director will so notify the requesting supervisor in writing, with justifications. Copies of the determination will be forwarded to the appropriate Vice President.

3. Maintenance Cycle. The Office of Human Resources will establish a regular maintenance cycle to ensure that all positions are re-examined on a regular and timely basis. Approximately 20 percent of all positions will be scheduled for re-analysis each year. In addition, specially requested analyses (Changed Positions) are to be expected and will allow for the study of any particular problems which arise in maintenance reviews.

4. Review/Approval Procedures. The results of evaluations and classifications for new positions, changed positions, or re-analyses performed as part of the maintenance cycle will be submitted to the appropriate Vice President for review. The Office of Human Resources will be available to meet with Vice Presidents to discuss the outcomes of the analyses and to answer questions that may arise.

If discussions raise substantive issues not considered in the analysis, the Office of Human Resources will review the analysis and, as appropriate, revise the analysis to take into account those issues. Once that analysis is substantively complete and accurate, the Vice Presidents will be given an additional opportunity to review and approve the classification. In the event a Vice President disagrees with the classification, the President of the University will be apprised of the analysis by the Director. The President will have final authority to approve, reject, or request reclassifications of any positions.

5. Records Maintenance. The Office of Human Resources will maintain a complete set of records, including current JAQ, current points, review schedule, and classification grade assignment for each position in the structure. These records will be updated as additional analyses are conducted.

#### D. Appeals

Once an analysis of the job has been completed and the grade assignment of the job has been made, it will be submitted to the Vice Presidents for review and approval. Once they approve the grade assignment, the Office of Human Resources will be responsible for communication of the results to the job incumbent.

If the incumbent disagrees with the placement of the position in the compensation structure, he/she should inform the supervisor of that disagreement. The supervisor will discuss the sources of disagreement with the incumbent, and if substantive issues are raised which require further examination of the position, the incumbent will be requested to submit those issues in writing to the appropriate Vice President.

The Vice President will have responsibility for reviewing those written concerns and forwarding them to the Director of Human Resources. The Director will review the issues raised by the incumbent and make a determination of the necessity for conducting additional analyses or making revisions to the existing analysis.

The Director will respond in writing on the issues to the incumbent, with a copy to the Vice President. If the issues are not resolved on the basis of that response, the Vice President over the affected position may raise the issue with the President, who will have final authority to resolve any classification appeals.

#### E. Positions with a Market Adjustment

Certain positions have explicit external linkages to market conditions that preclude their effective inclusion in a standard classification structure. Further, some positions may, by their nature, be temporary or transitory, and should not be restricted in pay by the existing Classification Plan.

Such positions will be classified, but a salary for them will be established either by contract with the incumbents hired or by reference to the relevant market values obtained through salary survey analyses. The market analyses for these positions will be conducted only by the Office of Human Resources and will be as comprehensive as is feasible. The consideration for a market add-on will include both the relevant labor market and surrounding jurisdictions.

Approval of recommendations regarding positions to receive a market add-on will be made only by the President, who will have final authority to determine which positions may be affected. In order to maintain the integrity of the system, its equity, and its fairness, and to ensure efficient administration of the compensation plan, the number of positions to receive a market add-on must be held to a minimum and will be extremely limited.

F. Market Analyses

Each year, the Office of Human Resources will analyze relevant salary survey data to determine the University's position in the competitive market place. If it is determined that current salary ranges are below the market level, a recommendation for a salary structure adjustment will be submitted to the President for review. The President will have final approval of all changes in salary structure for inclusion in the budget to be in effect for the upcoming fiscal year.

Salary structure adjustments will typically be in the form of a percent increase to the midpoints of the salary structure. The market analyses will examine jobs in the relevant labor market equivalent to benchmark positions. The relevant labor market is defined as organizations and geographic areas with which the University competes for qualified personnel and from which applicants are to be recruited.

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