

INSTITUTIONAL EFFECTIVENESS
JOB EVALUATION (STAFF)
CHAPTER 2
POLICY 5.02

Board of Trustees Approval: 07/17/2007
Date of Last Cabinet Review: 03/20/2018
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I. POLICY

Job evaluation will assign salaried, non-faculty, College positions to specific salary grades to help provide comparability, job satisfaction, and productivity. The objective of the process is to provide a better understanding of job standards, duties, responsibilities, and tasks as assigned by the supervisor and as performed by the employee to assist in fulfilling the mission, vision, values, and goals of the College. Job evaluation is a method to determine the value of full-time salaried, non-faculty jobs and to assign them to a specific salary grade within a job family. Each salary grade and job family is based on the job content of similar jobs in the College. Each grade has a minimum and a maximum salary range.

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I. REFERENCES

- A. Personnel Policy No. C2S03.06, "Employee Grievance Procedure" (Non-Faculty)
- B. Personnel Policy No. C2S05.05, "Salary Administration" (Non-Instructional)
- C. Supervisor's Hiring Handbook, "Job Evaluation Process"

II. DEFINITIONS

- A. See personnel definitions procedures

III. PROCEDURES

- A. The Human Resources Office is responsible for the administration of the program. The Human Resources Evaluation Committee performs job evaluations. The Human Resources Office coordinates evaluations and re-evaluations of each position as the position changes. Job information is collected for positions through job descriptions, sometimes by position questionnaires, and occasionally by desk audits to help analyze and evaluate the job.
- B. Once a job's salary grade has been determined through job evaluation it is fixed. It may be adjusted up or down only through increasing or decreasing the job duties and responsibilities with approval of the appropriate vice president or provost and by sending the position through the job evaluation process.
- C. Job title recommendations are encouraged from the employing administrative unit. Human Resources will review and approve all title recommendations for consistency. Staff titles should be used which are descriptive of the function performed, consistent for each level of organization, and reflect the responsibility of the position. Occasionally, special descriptive titles may be used which are recognized by the general public or professional organizations. Human Resources will review all job title recommendations and then make the final decision.
- D. Each department supervisor is responsible for the administration of policies and procedures pertaining to job evaluation. This includes apprising the Human Resources Office of any inequities or potential inequities that relate to the evaluation of jobs within the department.

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- E. The College is not responsible for salary commitments that are not in keeping with the job evaluation program and salary administration program unless prior approval is received, in writing, from the Human Resources Office. Salary commitments should be made to an incumbent only after final approval for the position has been communicated with the supervisor from Human Resources.
- F. Job responsibilities, duties, tasks, and qualifications should only be altered when there exists organizational need for actual additional work or a higher needed capacity to perform work to be done and should not be altered for the purpose of raising or lowering the job evaluation rating, salary grade or pay level of employees.
- G. A request for re-evaluation should be based on the premise that the position or job to be evaluated will grow or diminish and may be improperly ranked relative to other jobs at the College. The role and responsibilities of a job will not be changed without approval of the supervisor and the appropriate vice president or provost. If the re-evaluation will change the salary grade, the job changes must be approved by the appropriate vice president or provost before a change will be made.
- H. Job evaluation is not designed to reward or to punish performance or to create comparability between College salary grades and pay levels of outside organizations. Job evaluation is a tool to review jobs as they change based on organizational needs.
- I. Keeping job descriptions current are the primary responsibility of supervisors. Updated job descriptions are useful in several ways, including:
 - 1. The job evaluation process
 - 2. Recruiting applicants for vacant positions and in determining minimum qualifications to screen the candidates
 - 3. Training new employees
 - 4. Setting standards and

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5. In appraising employee performance

Job descriptions should contain information about the minimum educational and/or training requirements as well as any other skill or experience requirements necessary to perform jobs successfully.

J. Evaluation of new positions and/or upgraded/downgraded positions.

1. Job evaluation of a new position or a position which may result in upgrade/downgrade.

a. Job Evaluation of New Positions. When it is necessary to add a new, previously un-evaluated position, the supervisor will submit the new job description and request an evaluation from the Human Resources Office through the appropriate HR software tools. The evaluation must be completed by the Human Resource Evaluation Committee and receive all necessary approvals prior to recruiting for the new position.

b. Re-Evaluation and Job Upgrade/Downgrade of Positions. Supervisors are responsible to keep all positions appropriately evaluated which they directly supervise. A re-evaluation must occur when the duties and responsibilities of a position require substantial change, typically a minimum of 10-15% variation from the current job description.

(1) A supervisor should make a re-evaluation request to the next immediate supervisor. The employee may initiate the discussion to re-evaluate their position with their supervisor. Requests that come to Human Resources will be initially referred to the respective supervisor.

(2) If the supervisor concurs that the position needs re-evaluation, the supervisor will submit the position to Human Resources through the online job evaluation software.

(3) After entering the position into the online tool, the supervisor will submit the request. The position will then be approved by the applicable and appropriate approvers (second level, third level), and then to the appropriate vice president or provost for approval or

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disapproval. If the position is an administrator-level position, it will require the approval of the President.

- (4) If the request is approved by the vice president or provost for possible reevaluation, the position will be forwarded to the Budget Office for funding approval. The Human Resources Evaluation Committee will complete their classification evaluation and establish an appropriate salary range for the position.
- (5) Human Resources will receive approval of the classification and budget impact from the vice president or provost. The vice president or provost may request a re-evaluation by the committee of the classification if there is a concern. The position will go through the evaluation process again following the appeal procedures.
- (6) Once all approvals are final, the supervisor will receive notification and additional actions from Human Resources.

2. Job Description and Organizational Chart

Job Descriptions are a collection of responsibilities, duties, knowledge, skills, abilities, and tasks for a job. General summary of key responsibilities which includes the general nature of work performed, the level of work performed, the skills and knowledge required for competent performance, and other elements. The job description is used to determine the appropriate salary grade through the Job Evaluation process. For both new positions and re-evaluations supervisors are to provide any and all changes to the job description as well as a proposed organizational chart. In some cases, a current organizational chart will be necessary. The Human Resources Office will provide instructions and is available to help the supervisor develop the job description or put together their departmental organizational chart as needed. It is advisable for the supervisor to obtain the incumbent's input in developing or revising a job description.

3. Job Evaluation

The job description and job data for all staff positions (non-faculty) will be evaluated by the Human Resource Evaluation Committee. Job information

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from job descriptions will be collected from various other sources (such as salary surveys, comparable institutions, and other market data). In the evaluation process, it is sometimes necessary to perform a desk-audit to assist in gathering information about a job and the tasks performed.

4. Approval

- a. New Positions and Re-Evaluations: Upon completion of the evaluation or re-evaluation of a position by the Human Resource Evaluation Committee, the Human Resources Office will obtain Budget Office verification of available funds and approval of changes in the job description by the appropriate vice president or provost. If the vice president or provost does not concur with the changes or budget impact, based upon available funds, the job description and duties performed are to be revised by the supervisor to reflect additional or deleted duties and responsibilities. This may change the salary grade of the job being evaluated. The final salary grade determination will be made by the Human Resource Evaluation Committee and the respective vice president or provost. The re-evaluation may result in an upgrade or downgrade where significant duties and responsibilities have been added or reduced. The salary grade must be consistent with the job duties and responsibilities as approved by the vice president or provost. The Human Resources Office is to advise the immediate supervisor of the decision, who is then to review it with the employee. The effective date is normally the payroll date following the approval date. Exceptions are rare and require the prior approval of the Assistant Vice President of Human Resources or his/her designee. Refer to the Salary Administration Policy for more information or clarification.
- b. No Evaluation Change: If the result of a re-evaluation is no change, a memorandum to that effect will be sent to the supervisor with the request to review the decision with the employee.
- c. Appeals: When a supervisor is not satisfied with a new job evaluation or a re-evaluation action, they may request reconsideration through their vice president or provost to the Human Resource Evaluation Committee following Job Evaluation Appeal Guidelines.

5. Implementation

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Once the job has been evaluated and approved, the department forwards a Budget Transfer Request form to the Budget Office, if required. If instructed, a Payroll/Personnel Action form is submitted to the Human Resources Office to finalize the changes made to the position.