



Human Resources

Job Description & Job Evaluation Procedures

November 2011

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JOB DESCRIPTIONS / JOB EVALUATION PROCESS

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SECTION 1

Starting the Process

Supervisors are responsible for job design, creating job descriptions for new positions, updating job descriptions when changes are made to existing positions, and initiating requests for job evaluation. To guide and assist supervisors throughout these processes, a JD/JE Representative will be assigned based on the position's bargaining unit or employee group [\[Appendix A\]](#).

SUPERVISOR FIRST STEPS

1. Supervisor decides to create a new job, redesign an existing one, or write/update a job description.
 - a) In some cases, the employee or Union may approach the Supervisor with recommendations to change a job or some duties of the job. In these cases, the Supervisor will meet with the involved parties, but has the reserved right to act or not act on the recommendations.
 - b) Occasionally, HR may have evidence that a job has changed significantly enough to warrant review and request that the JD be revised to determine if the job needs to be re-evaluated.
2. Supervisor discusses with their manager their intention to create a new position (FTE must be approved/authorized by VP), change an existing position, or fill a position.
3. To help guide him/her through the process, Supervisor uses the *Job Description & Job Evaluation Checklist for Supervisors* [\[Appendix B\]](#) (located on the HR website under Supervisor Information–Job Description & Job Evaluation Resources–Forms & Checklists). This document outlines each step of the process and the Supervisor's individual responsibilities.
4. Supervisor completes and submits the *Notification of Intent to Add/Change Position* on-line form [\[Appendix C\]](#) (located on the HR website under Supervisor Information–Job Description & Job Evaluation Resources–Forms & Checklists). This form will be electronically routed to the appropriate EC member for FTE verification and approval.

HUMAN RESOURCES FIRST STEPS

1. No more than three (3) working days after receipt of the approved *Notification of Intent*, JD/JE Coordinator:
 - a) Notifies CHRO if new position.
 - b) Creates folder on the HR network (K) drive with the position title (**Current** title for existing positions; **Proposed** title for new positions) and the date *Notification* was received. Folder should be filed under JD&JE–Positions Currently Under Review, and will be used to file all documents relevant to the position.
 - c) For existing (not new) positions, locates old JDs, questionnaires, and other existing documents pertinent to the position and places them in the appropriate folder. (If only paper copies are available, scans and converts to electronic documents.)
 - d) Using the template located in the Forms – Job Descriptions & Job Evaluation folder on the HR network (K) drive, creates a *JD/JE Process Checklist* [\[Appendix D\]](#) for the position and enters available information, including assigned JD/JE Representative. The new *Checklist* should be saved to the appropriate Positions Currently Under Review folder using the following naming format: Checklist – <Position Title> (<Current Date>).
 - e) Adds position to the *JD&JE Inventory* located in the JD&JE folder on the HR network (K) drive.
 - f) Notifies JD/JE Representative.
2. Within three (3) working days of receiving the assignment, JD/JE Representative contacts Supervisor to schedule a meeting to review and discuss position.
3. JD/JE Representative meets with Supervisor, focusing on the discussion points in the *HR/Supervisor Discussion Topics* [\[Appendix E\]](#) and establishing target completion dates.

NEXT STEP: Section 2 – Creating & Updating Job Descriptions

SECTION 2

Creating & Updating Job Descriptions

Any new or changed position requires a new or updated job description. Job descriptions for recently-vacated positions must also be reviewed by the Supervisor prior to posting to verify that the minimum requirements and job duties have not changed. (This includes positions in bargaining units/employee groups that do not have a formal job evaluation process.)

1. Supervisor drafts job description using the JD template (located on the HR website under Supervisor Information–Job Description & Job Evaluation Resources–Forms & Checklists), getting input and/or assistance from JD/JE Representative and Staffing regarding minimum requirements (if needed).
 - a) For existing positions, Supervisor may obtain a copy of the current JD located on the Shared network (O) drive
 - b) For new positions, Supervisor may find it helpful to use the job description for a similar position as a resource or “starting point” in drafting the new JD
 - c) Other valuable resources are also available on the HR website under Supervisor Information–Job Description & Job Evaluation Resources. **[Appendices F & G]**
2. Supervisor emails copy of draft job description to JD/JE Representative no later than the date agreed upon during the initial HR/Supervisor meeting.
3. JD/JE Representative confirms with Staffing that minimum requirements have been reviewed.
4. JD/JE Representative saves copy of job description in the appropriate Positions Currently Under Review folder on the HR network (K) drive using one of the following naming formats:
 - a) Existing positions: DRAFT JD – <Current Title> (<Current Date>)
 - b) New positions: DRAFT JD – <Proposed Title> (<Current Date>)
5. JD/JE Representative reviews draft job description for the following:
 - a) Proper and consistent formatting (was appropriate JD template used; be sure that the signatures and information following are on a separate page).
 - b) Spelling and grammatical errors
 - c) General content (for example, clarity, consistency, does the information make sense?)
 - d) Minimum requirements
 - e) Correct/updated job titles for other positions referenced in JD
 - f) “Other duties as assigned or required” language is included in the “Duties” section
 - g) ADA language consistent with “*Non-Prejudicial Language for ADA Compliant Job Descriptions*” (located on the HR website under Supervisor Information–Job Description & Job Evaluation Resources–Information & Tools)
 - h) Flexibility of hours statement in the “Schedule/Hours” section
 - i) Encourage inclusion of the eight (8) “*Key Accountabilities for Managers & Supervisors*” (located on the HR website under Supervisor Information–Job Description & Job Evaluation Resources)
6. JD/JE Representative resolves any issues with Supervisor no later than the date agreed upon during their initial meeting.
7. JD/JE Representative and Supervisor (in consultation with CHRO, if necessary) determine if job needs to be evaluated based on an analysis of the changes in duties.

NEXT STEP (for jobs not requiring evaluation): Section 3 – Jobs Not Requiring Evaluation

NEXT STEP (for jobs requiring evaluation): Section 4 – Job Description Statuses

SECTION 3

Jobs Not Requiring Evaluation

There are several reasons that a job would not require evaluation:

1. The bargaining unit/employee group does not have a formal job evaluation process (Faculty, M&O, PSO and Non-Union).
2. The position has not changed significantly enough to warrant evaluation

In both of these situations, the job description process outlined in *Section 2* should be followed. If a title change is appropriate, the JD/JE Representative should use (a) the *Job Title Structure* [\[Appendix L\]](#) document (located on the HR website under Supervisor Information–Job Description & Job Evaluation Resources–Information & Tools), (b) titles of comparable positions, and (c) input from CHRO and/or HR-JET to determine an appropriate title.

NEXT STEP: *Section 4 – Job Description Statuses (Official)*

SECTION 4

Job Description Statuses

The job description “Status” (located on the last page of the job description) is maintained by the JD/JE Representative and indicates where the job description is in the “Job Description” and/or “Job Evaluation” process.

NO STATUS/DRAFT

The draft or working copy of the job description should be titled: DRAFT JD – <Position Title> (<Date Received>). It is not necessary to update the “Status” during this step of the process; if there is no “Status” it can be assumed that the JD has not been approved or finalized.

APPROVED STATUS

The JD has been completed and the position will be going through the Job Evaluation process. JD/JE Representative will follow these steps:

- a) Change the “Status” on the last page of the job description to APPROVED
- b) Verify that signature lines begin on a new page of the job description (so the page can be scanned and filed separately after signatures have been obtained)
- c) Obtain signatures from no less than two levels of supervision
- d) Scan signature page and file in the appropriate Positions Currently Under Review folder
- e) Change document name to APPROVED JD – <Position Title> (<Date Approved>)

NEXT STEP: Section 5 – Completing the Job Evaluation Request & Questionnaire

OFFICIAL STATUS

The job description has been finalized and either (a) the position does not need to be evaluated, or (b) the job evaluation process has been completed.

JD/JE Representative will:

- a) Enter the final “Position Title” and “Date Prepared/Revised” on the first page of the JD
- b) Verify that signature lines begin on a new page of the job description (so the page can be scanned and filed separately after signatures have been obtained)
- c) Enter the correct “Position Title” in the footer of the job description
- d) Enter the “Employee Group & Grade” and “Affirmative Action Group” (available from Staffing) on the last page of the job description
- e) Change the “Status” on the last page of the job description to OFFICIAL
- f) Change document name to OFFICIAL JD – <Position Title> (<Official Date>)
- g) Notify JD/JE Coordinator that job description has been made OFFICIAL

JD/JE Coordinator will:

- a) Obtain signatures on JD from no less than two levels of supervision
- b) Obtain sign-off from JD/JE Representative
- c) Scan signature page and file in the “Official JD Signature Pages” folder on the Shared network (O) drive
- d) Notify Supervisor that Official JD can be accessed on the Shared network (O) drive
- e) File copy of the job description in the “Official” folder on the Shared network (O) drive
- f) Update the Table of Contents (TOC)
- g) Move old official job description (if applicable) from the Shared network (O) drive to appropriate folder under JD&JE–Job Descriptions–Archived on the HR network (K) drive

NEXT STEP: Section 13 – Closing the Process

SECTION 5

Completing the Job Evaluation Request & Questionnaire

The *Job Evaluation Request & Questionnaire* form must be completed to initiate the Job Evaluation process and should be done after the job description has been written and approved. The Supervisor should seek input from the employee if the position is filled.

The JD/JE Representative will work closely with the Supervisor in completing the *Questionnaire* to ensure that there is no discrepancy between the job description and the *Questionnaire* and that the information provided is comprehensive, specific and easy to understand. (For example, if the job has changed, the Supervisor needs to indicate how it has changed and include detailed information and examples.)

1. Supervisor (with input from the employee if position is filled) completes the *Job Evaluation Request & Questionnaire* electronic form (located on the HR website under Supervisor Information–Job Description & Job Evaluation Resources–Forms & Checklists).
2. Preferably, the JD/JE Representative will work with the Supervisor to complete the *Questionnaire*. If this is not possible, the JD/JE Representative should review the completed *Questionnaire* and resolve any outstanding issues with the Supervisor prior to “finalizing”.
3. Supervisor prints signature page of *Questionnaire* and obtains the approval of their Manager/VP.
4. Supervisor forwards completed electronic copy of *Questionnaire* as well as the signed signature page to JD/JE Representative.
5. JD/JE Representative scans signature page and attaches to electronic copy of *Questionnaire*.
6. JD/JE Representative saves final *Questionnaire* in the appropriate Positions Currently Under Review folder on the HR network (K) drive using one of the following naming formats:
 - a) Existing positions: DRAFT Questionnaire – <Current Title> (<Current Date>)
 - b) New positions: DRAFT Questionnaire - <Proposed Title> (<Current Date>)

NEXT STEP: Section 6 – Job Evaluation Set-up Work

SECTION 6

Job Evaluation Set-up Work

1. JD/JE Representative emails copies of approved job description and *Questionnaire* to the HR Job Evaluation Team (HR-JET) [\[Appendix A\]](#) and schedules a meeting for the group to evaluate the position within ten (10) working days.
2. HR-JET meets to evaluate the position. The JD/JE Representative should be prepared to provide information or answer specific questions about the job. This is also an opportunity to discuss unique aspects of the job, whether market research is warranted, possible title, etc.
 - a) If the HR-JET feels they cannot evaluate the job objectively because of a bias or conflict, the request will go directly to the JEC for evaluation. (*Sections 7, 8 or 9.*)
3. Following HR's evaluation, JD/JE Representative completes the "Job Evaluation Set-up Work" section of the *Checklist*, including the HR-JET factor evaluations. **The date the HR-JET evaluates the job becomes the official "Date of Submission".**
4. Within two working (2) days of the *Date of Submission*, JD/JE Representative sends *Receipt Confirmation* email to the requesting Supervisor, employee (if applicable) and Union. [\[Appendix H\]](#) for filled positions or [Appendix I](#) for vacant positions.] Copies of the Approved job description and *Questionnaire* should be included.
5. Employee and/or Union have five (5) working days from the *Receipt Confirmation* email date to submit any additional comments prior to the evaluation of the job. If this occurs, the process moves back to *Section 2* above.

NEXT STEP: Section 7, 8 or 9 – Job Evaluation Procedure

SECTION 7

Job Evaluation Procedure (S&M)

The S&M Committee is scheduled to meet in CM-1019 on the second Wednesday of each month from 12:00 to 1:30. If there are no jobs to evaluate, the JD/JE Representative will send a notice of cancellation the Friday before the scheduled meeting. The S&M JEC Committee members are:

<u>Union</u>	<u>Management</u>	<u>JD/JE Representative</u>
Pat Bergh	Cheryl Bassett (<i>effective 01/01/12</i>)	Ronda Brinch
Kathy Irwin	Delores Deen (<i>through 12/31/11</i>)	
Jennifer McDonald	Mark Kennedy	
	Larry Koehler	

As a general rule, the initial communication with the Job Evaluation Committee (JEC) should be made no more than ten (10) working days after the *Date of Submission*. (Note that *Section 6.4* allows two [2] days for the JD/JE Representative to send the *Receipt Confirmation* to the Supervisor after the HR-JET evaluates the position, and *Section 6.5* allows five [5] working days for the Employee and/or Union to comment.)

1. JD/JE Representative sends email [\[Appendix J\]](#) to the S&M JEC, attaching copies of the Approved job description and *Job Evaluation Request & Questionnaire*.
 - a) The HR-JET results **DO NOT** go to the Committee, as they wish to review and evaluate all jobs without input from HR.
2. Committee convenes at the next regularly-scheduled meeting time to evaluate the position. JD/JE Representative attends to answer questions about the job, if necessary, and record the consensus of each factor using the *JD/JE Process Checklist* [\[Appendix D\]](#).
3. Within two (2) working days of the JEC meeting, JD/JE Representative:
 - a) Makes final determination of position title using (a) the *Job Title Structure* [\[Appendix L\]](#) document (located on the HR website under [Supervisor Information–Job Description & Job Evaluation Resources–Information & Tools](#)), (b) titles of comparable positions, and (c) input from CHRO and/or HR-JET.
 - b) Adds the position to the “Evaluation” worksheet of the *S&M Tracking Spreadsheet* (located on the HR network (K) drive under [JD&JE](#)). Updating this worksheet will automatically update the “Report-Points” worksheet, which calculates the grade.
 - c) Ensures that all other worksheets in the *Tracking Spreadsheet* have been updated.
 - d) Updates the *Checklist* as appropriate.

NEXT STEP: Section 11 – Job Evaluation Recommendation Approval Process

NOTE: *Job Description & Job Evaluation Process contract language can be found in Articles 2 & 3 of the S&M Collective Bargaining Agreement.*

SECTION 8

Job Evaluation Procedure (ProTech)

The ProTech Classification Review Committee (CRC) is scheduled to meet in CM-1019 on the third Tuesday of each month from 2:00 to 4:00. If there are no jobs to evaluate, the JD/JE Representative will send a notice of cancellation the Friday before the scheduled meeting. The ProTech CRC Committee members are:

<u>Union</u>	<u>Management</u>	<u>JD/JE Representative</u>
Carol Brown	Chuck Hayes	Rebecca Martz
Casey Custer	Mark Kennedy	
Dave Roach	Theresa Lock	
Mike Ugorowski	Jennifer McDonald	
	Randy Schapel	

The ProTech CBA requires that the HR-JET factor evaluation be reported to the Classification Review Committee within ten (10) working days of the *Date of Submission*. (Note that *Section 6.4* allows two [2] days for the JD/JE Representative to send the *Receipt Confirmation* to the Supervisor after the HR-JET evaluates the position, and *Section 6.5* allows five [5] working days for the Employee and/or Union to comment.)

1. JD/JE Representative sends email [\[Appendix K\]](#) with the HR-JET evaluation results to the ProTech CRC, attaching copies of the Approved job description and *Job Evaluation Request & Questionnaire*.
2. Committee members have five (5) full working days to request that the Committee convene to discuss the evaluation.
3. If a meeting is requested, JD/JE Representative:
 - a) Notifies Committee members that meeting will be held
 - b) Determines if Committee can meet on the regularly-scheduled date or if a different meeting time needs to be scheduled
 - c) Attends meeting to answer questions about the job, if necessary, and record the consensus of each factor using the *JD/JE Process Checklist* [\[Appendix D\]](#).
4. Within two (2) working days of the CRC meeting, JD/JE Representative:
 - a) Makes final determination of position title using (a) *Job Title Structure* [\[Appendix L\]](#) document (located on the HR website under Supervisor Information–Job Description & Job Evaluation Resources–Information & Tools), (b) titles of comparable positions, and (c) input from CHRO and/or HR-JET.
 - b) Adds the position to the “Evaluation” worksheet of the ProTech *Tracking Spreadsheet* (located on the HR network (K) drive under JD&JE). Updating this worksheet will automatically update the “Report-Points” worksheet, which calculates the grade.
 - c) Ensures that all other worksheets in the *Tracking Spreadsheet* have been updated.
 - d) Updates the *Checklist* as appropriate.

NEXT STEP: Section 11 – Job Evaluation Recommendation Approval Process

NOTE: *Job Description & Job Evaluation Process* contract language can be found in Article 3 of the ProTech Collective Bargaining Agreement.

SECTION 9

Job Evaluation Procedure (Administrative Support)

The Administrative Support Job Evaluation Committee (JEC) is scheduled to meet in RTC 2301 on the first Thursday of each month from 3:00 to 5:00. If there are no jobs to evaluate, the JD/JE Representative will send a notice of cancellation the Friday before the scheduled meeting. The Administrative Support JEC Committee members are:

<u>Union</u>	<u>Management</u>	<u>JD/JE Representative</u>
Jennifer Follett	Delores Deen (<i>through 12/31/11</i>)	Kristi Dawley
Sandy Hill	Chris Engle (<i>effective 01/01/12</i>)	
Andretta Newton	Mark Kennedy	
	Linda Uren	

The Administrative Support CBA requires that the HR-JET factor evaluation be reported to the Job Evaluation Committee within ten (10) working days of the *Date of Submission*. (Note that *Section 6.4* allows two [2] days for the JD/JE Representative to send the *Receipt Confirmation* to the Supervisor after the HR-JET evaluates the position, and *Section 6.5* allows five [5] working days for the Employee and/or Union to comment.)

1. JD/JE Representative sends email [\[Appendix K\]](#) with the HR-JET evaluation results to the Admin Support JEC, attaching copies of the Approved job description and *Job Evaluation Request & Questionnaire*.
2. Committee members have five (5) full working days to request that the Committee convene to discuss the evaluation.
3. If a meeting is requested, JD/JE Representative:
 - a) Notifies Committee members that meeting will be held
 - b) Determines if Committee can meet on the regularly-scheduled date or if a different meeting time needs to be scheduled
 - c) Attends meeting to answer questions about the job, if necessary, and record the consensus of each factor using the *JD/JE Process Checklist* [\[Appendix D\]](#).
4. Within two (2) working days of the JEC meeting, JD/JE Representative:
 - a) Makes final determination of position title using (a) *Job Title Structure* [\[Appendix L\]](#) document (located on the HR website under Supervisor Information–Job Description & Job Evaluation Resources–Information & Tools), (b) titles of comparable positions, and (c) input from CHRO and/or HR-JET. (Titles for Administrative Support positions are usually determined by the grade level assigned.)
 - b) Adds the position to the “Evaluation” worksheet of the *Administrative Support Tracking Spreadsheet* (located on the HR network (K) drive under JD&JE). Updating this worksheet will automatically update the “Report-Points” worksheet, which calculates the grade.
 - c) Ensures that all other worksheets in the *Tracking Spreadsheet* have been updated.
 - d) Updates the *Checklist* as appropriate.

NEXT STEP: Section 11 – Job Evaluation Recommendation Approval Process

NOTE: *Job Description & Job Evaluation Process contract language can be found in Article VIII of the Administrative Support Collective Bargaining Agreement.*

SECTION 10

Job Evaluation Procedure (Exempt)

Exempt positions are assigned to pay grades based on market analysis. In the past, this work was performed for the entire group by external consultants. For individual jobs, the analysis may be conducted by either external consultants or HR staff as determined by the President.

SECTION 11

Job Evaluation Recommendation Approval Process

Within two (2) working days of job evaluation determination, JD/JE Representative sends *Job Evaluation Recommendation* email [Appendix M] to Supervisor with the recommended position title and grade placement. Supervisor has three (3) working days to respond in writing with any issues or concerns of which the President should be aware.

1. If the Supervisor submits a written statement objecting to the Committee's evaluation, JD/JE Representative will review the information and work with the Supervisor to clarify and/or discuss their concerns.
 - a) If not resolved, the Chief Human Resources Officer (CHRO) may:
 - Choose to have Supervisor make adjustments to the job description and/or Questionnaire and resubmit the job to the Committee for re-evaluation.
 - Communicate the issue to the President and allow the President to make a decision.
 2. If the issue is resolved or there is no objection from the Supervisor, the recommendation is submitted to the President for approval within ten (10) working days of the job evaluation determination. (NOTE: In most cases, the CHRO acts as the President's designee.)
 3. If the President:
 - a) Does not respond within ten (10) days, the recommended grade will become official.
 - b) Does not approve the recommended grade and chooses to change it:
 - A written rationale will be prepared (by the President's office) outlining the reasons for the decision. (NOTE: S&M employees have the right to request a meeting with the President to hear the rationale for his decision. See CBA for more details on this step.)
 - JD/JE Representative calls Supervisor to notify him/her of the President's decision and emails copy of the written rationale.
 - JD/JE Representative informs the Committee of the President's decision and emails copy of the written rationale.
 - JD/JE Representative updates the appropriate *Tracking Spreadsheet* with the revised grade.
 4. JD/JE Representative updates the *Checklist* as appropriate.
- NOTE:** The President's decision is final and cannot be grieved.

NEXT STEP: Section 12 – Communicating Job Evaluation Results

SECTION 12

Communicating Job Evaluation Results

To maintain consistency and avoid confusion or duplication, communication regarding the evaluation of positions should be generated by the assigned JD/JE Representative.

FILLED POSITIONS

The primary purpose of this communication is to inform the employee of the job evaluation results and how it affects them. The sample email [\[Appendix N\]](#) outlines the text to be used for the three (3) possible scenarios (upgrade, downgrade, or no change) as well as instructions for determining the new salary, if applicable. The employee's Supervisor, Vice President, Union President, and HR Services Generalist, as well as the Supervisor–HR Systems & Research should be copied on the email.

VACANT POSITIONS

The primary purpose of this communication is to inform the Union of the results of the job evaluation. The sample email [\[Appendix O\]](#) outlines the text to be used. The Supervisor–HR Systems & Research should be copied on the email.

NEXT STEP: *Section 13 – Closing the Process*

SECTION 13

Closing the Process

JD/JE REPRESENTATIVE

1. Updates the "Evaluation" worksheet of the *Tracking Spreadsheet* and verifies that all worksheet tabs have been updated, including "Title by Grade"
2. Converts "Title by Grade" to .pdf and submits request to Webmaster to post update to website
 - a) The S&M "Title by Grade" must be approved by CHRO before posting to the website
3. Finalizes job description by following "OFFICIAL" steps listed under *Section 4 – Job Description Statuses*
4. If necessary, scans any paper documents relevant to the position, saves as .pdf, and files in appropriate Positions Currently Under Review folder
5. Completes the *Checklist*
6. Generates *Employee Transaction Form* if employee is being upgraded or downgraded or position title has changed and forwards to HR Generalist for processing.
7. Notifies JD/JE Coordinator that process has been completed.

SUPERVISOR – HR SYSTEMS & RESEARCH (*upon receipt of Job Evaluation Results email*)

1. Creates new position code in Datatel, if necessary
2. Updates TAP

HR SERVICES GENERALIST (*upon receipt of Job Evaluation Results email and Employee Transaction Form*)

1. Processes *Employee Transaction Form* and enters changes in Datatel
2. Places copy of *Job Evaluation Results* email and *Employee Transaction Form* in employee's personnel file

JD/JE COORDINATOR (*upon notification from JD/JE Representative that process is complete*)

1. Finalizes job description by following the "OFFICIAL" steps listed under *Section 4 – Job Description Statuses*
2. Updates the *JD & JE Inventory* located in the JD&JE folder on the HR network (K) drive
3. Moves position folder from JD&JE–Positions Currently Under Review to JD&JE–Archived–Positions Previously Reviewed

APPENDIX A

HR Assignments

HR REPRESENTATIVES – JOB DESCRIPTIONS / JOB EVALUATION

<u>Employee Group</u>	<u>JD/JE Representative</u>
Administrative Support	Kristi Dawley
ProTech	Rebecca Martz
S&M	Ronda Brinch
Exempt	Mark Kennedy
Faculty	Rebecca Martz
M&O	Kristi Dawley
PSO	Kristi Dawley
Non-Union	Ronda Brinch

- *The HR Job Evaluation Team (HR-JET) is comprised of Mark Kennedy, Sharon Ewles and all JD/JE Representatives.*
- *Brenda Phillips will serve as backup to JD/JE Representatives during peak periods.*

COORDINATOR – JOB DESCRIPTIONS / JOB EVALUATION

Laura Tripp

APPENDIX B

Job Description & Job Evaluation Checklist for Supervisors

- Preliminary job design
- Discuss your desire to create a new position or change an existing one with your Manager/VP.
- Finalize job design
- Complete and submit the “*Notification of Intent to Add/Change Position*” located under *Supervisor Information* on the HR website. (A Human Resources JD/JE Representative will contact you to schedule a meeting to discuss the job and review the process.)
- Meet with JD/JE Representative to review the job, discuss next steps and establish target dates and timelines.

JOB DESCRIPTIONS – Any new or changed position requires a new or updated job description and must be created using the JD template. The job descriptions for recently-vacated positions must also be reviewed prior to posting to verify that the minimum requirements and job duties have not changed.

- Utilize resources available on the HR website under Supervisor Information–Job Description & Job Evaluation Resources as well as existing job descriptions located on the shared network drive (O:\Shared\Job Descriptions\Official).
- Prepare new or update existing job description **using template on the HR website** located under Supervisor Information–Job Description & Job Evaluation Resources–Forms & Checklists.
 - If position is filled, discuss the job description and get input from the employee. (Remember that the employee must perform the new duties for 90 days before an upgrade would be effective.)
 - Contact your JD/JE Representative at any time during the job description writing process for assistance.
- Forward completed job description draft to JD/JE Representative for review no later than the agreed-upon completion date; work with JD/JE Representative to resolve any issues/concerns.

JOB EVALUATION – If the position is new or the duties of an existing job have changed significantly enough to warrant review, the position must go through the job evaluation process.

- With assistance from your JD/JE Representative, complete electronic copy of the “*Job Evaluation Request & Questionnaire*” (located on the HR website under Supervisor Information–Job Description & Job Evaluation Resources–Forms & Checklists). Obtain Manager/VP signature and forward completed electronic *Questionnaire* and signature page to JD/JE Representative.
- Within three (3) working days of receipt of email from JD/JE Representative regarding the JEC recommendation, submit appropriate response as outlined in *Section 10 – Job Evaluation Recommendation and Approval Process*.

APPENDIX C

Notification of Intent On-line Form

APPENDIX D

JD/JE Process Checklist

Human Resources Job Description/Job Evaluation Process Checklist

HR Rep Assigned: _____

Refer to the JD/JE Procedure (located in k:/Procedures folder on the HR shared drive) for more detailed instructions.

FINAL TITLE _____	TOTAL POINTS _____	FINAL PAY GRADE _____
--------------------------	---------------------------	------------------------------

General Information:

Current Title _____	
Proposed Title _____	
Department _____	Supervisor _____
Bargaining Unit _____	Current Grade & Step _____
Incumbent Name (if applicable) _____	Date Job Duties Changed _____

Job Evaluation Set-up Work:

Date *Notification of Intent* received _____ Approved JD on file Approved Questionnaire on file

Set up meeting for HR JEC group to evaluate job; e-mail copies of materials Scheduled Review Date _____
(Meeting should occur within 10 working days of receipt of approved Questionnaire.)

HR Evaluation Results: 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15
-----Factors 11-15 for S&M Only-----

Official Date of Submission = Date Evaluated by HR

Receipt Confirmation e-mail sent to Supervisor, Union and Employee Date Sent _____
(Send within 2 working days of Date of Submission.)

Request sent to Committee (after 5-day waiting period for employee & union to respond) Date Sent _____
(S&M will meet as scheduled and should not be sent HR evaluation results; other Committees have 5 working days to request a meeting.)

If Committee will meet, notice of meeting date sent Scheduled Meeting Date _____
(S&M will automatically meet)

Committee Review/Modifications (if applicable):

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15
-----Factors 11-15 for S&M Only-----

Date of Committee Review: _____ Date Spreadsheet Updated: _____

Supervisor Review, Presidential Approval & Communication of Final Results:

Supervisor sent results with opportunity to respond Date Sent _____
(Supervisor given 3 days to comment before results sent to President)

Supervisor in agreement Supervisor not in agreement _____

Submitted to President for review by CHRO (if necessary) Date Sent _____

President response received (if applicable) President's Decision: Agree Disagree
(If no response from President within 10 days, grade/title are final)

Final results communicated (Employee, Supervisor, Union, HR) Date Sent _____
Copy of memo placed in the job evaluation file and in personnel file

HR Processing:

Update *Tracking Spreadsheet*

"Title by Grade" .pdf created and posted to website

Finalize job description

Give paper files to JD/JE Coordinator for scanning

APPENDIX E

HR/Supervisor Discussion Topics

1. Have you discussed your intention to change or create this position with your manager?
2. Is this a new or existing position?
3. If existing, how has job changed? Has it changed significantly enough to warrant re-evaluation?
4. If existing, is the position filled or vacant?
5. If filled, is employee performing the new duties?
6. How long has the employee been performing the new duties? (Discuss 90-day rule; may want to start process after 60 days to avoid delays.)
7. What is the mission of the department?
8. What are the major functions of the department?
9. How does this job, and others in the department, relate to the mission and functions of the department?
10. What is the relationship between this position and others in the department?
11. If necessary, review the department's organizational chart to understand the connection between positions.
12. Purpose: Why does this job exist?
13. Scope: How does the job fit into the College as a whole and into the department?
14. Major Duties: Identify major duties, including percentage of time spent on each. (Determine three to four major areas of responsibility.)
15. Identify minimum and preferred qualifications. (Refer to *Establishing Minimum Requirements* located on the HR website under Supervisor Information–Job Description & Job Evaluation Resources–Information & Tools.)
16. What is the schedule/hours?
17. How does this position interact with student workers?
18. What would we need to tell an applicant about this job that they may not know from working the same type of job elsewhere? What makes the job unique to Mott? (Unique Aspects of the Job)
19. Identify other similar jobs.
 - May need to consider market research if there is reason to believe that the results of the job evaluation process won't allow for a competitive salary. The CHRO should be brought in at this point.
20. Do you have a sense for what the grade should be?
21. Possible title? (Refer to *Job Title Architecture* located on the HR website under *General Information.*)
22. Suggest employee input when completing the Questionnaire and/or JD
23. Stress importance of establishing minimum requirements (get input from Staffing)
24. Discuss online resources (samples, JD template)
25. Establish timelines and target dates (taking into account the 90-day rule for filled positions)

APPENDIX F

JD/JE Resources on the HR Website

Supervisor Information – Job Description & Job Evaluation Resources

Forms & Checklists

- Job Description & Job Evaluation Checklist for Supervisors
- Job Description Template
- Job Evaluation Request & Questionnaire Forms
 - ✓ Administrative Support Job Evaluation Questionnaire
 - ✓ ProTech Job Evaluation Questionnaire
 - ✓ S&M Job Evaluation Questionnaire
- Notification of Intent to Add/Change Position

Information & Tools

- Establishing Minimum Requirements
- Five Easy Steps to Writing a Job Description
- How Job Design and Job Evaluation Fit into an HR Management System
- HR Assignments
- Ideas for Non-Manager Behaviors
- Job Description Overview
- Job Title Architecture
- Key Accountabilities for Managers and Supervisors [previously titled “Supervisory Accountabilities”]
- Non-Prejudicial Language for ADA Compliant Job Descriptions
- Sample Job Descriptions
 - ✓ Accounts Payable Technician
 - ✓ Administrative Assistant – Vice President of Academic Affairs
 - ✓ Coordinator – Safety & Risk Management
 - ✓ Director – Regional Health and Emergency Education
 - ✓ Divisional Secretary
 - ✓ Executive Dean – Continuing Education
 - ✓ Manager – Business Process Improvement
 - ✓ Payroll Coordinator
 - ✓ Project Coordinator – Workforce Development
 - ✓ Supervisor – Purchasing
 - ✓ Technician – Placement Testing
- Website Resources
 - ✓ [Classification of Instructional Programs \(CIP\)](#)
 - ✓ [O*Net Resource Center](#)
 - ✓ [O*Net OnLine](#)

Procedures

- Instructions for Completing the Job Description Template
- JD & JE Procedure

APPENDIX G

Establishing Minimum Requirements

- Minimum requirements are used to establish clear and appropriate eligibility standards for a specific position. Requirements:
 - ✓ should not be so restrictive that they exclude candidates who might reasonably have the ability to do the job;
 - ✓ should not present artificial barriers to employment;
 - ✓ need to be practical in the sense that they are obtainable in the general labor market;
 - ✓ should address Knowledge, Skills and Abilities (KSAs) and the “soft” skills (i.e., characteristics, values and work ethics) required at the time of hire. KSAs that can be obtained on the job should not be factored into the requirements.
 - ✓ need to be tied directly to the job duties;
- “Minimum” means the cut-off point; the lowest level of acceptable education and/or experience needed to successfully perform the job duties.
- Minimum Requirement = MMR:
 - ✓ Mandatory – Absolutely required; least amount possible; “minimum”
 - ✓ Measurable – Able to determine if the requirement is met
 - ✓ Realistic – Likely to exist
- Do not inflate requirements.
- Ask for too much and you may find that too few applicants respond.
- In order to be selected, a candidate must meet every minimum requirement.
- Do a “reality check” by asking yourself -- How many people have ALL of the required KSAs? Of these, how many are likely to apply to, and accept, the job?
- Avoid ambiguously written requirements. Make sure they’re easily understood by all stakeholders – the job seeker, Human Resources, the interview committee and the hiring manager. Requirements should not be open to interpretation.
- Take advantage of the “Preferred Qualifications” section of the job description. Preferred or desirable criteria enhance a person’s capacity to do the job. These qualifications are “extras” that can help set applicants apart and can be used to establish the primary (Y1) and secondary (Y2) candidate pools.
- Educational Requirements:
 - ✓ If a “related degree” is acceptable, be prepared to define the appropriate degrees before the position is posted. See the [Classification of Instructional Programs \(CIP\)](#) website for assistance.
 - ✓ When a degree is required, is a specific field necessary or would just the level/type of degree be sufficient? This could make a significant difference in the applicant pool.
- Experience Requirements:
 - ✓ Determine the variety/type of experience necessary to be successful in the role.
 - ✓ List the least amount of acceptable experience.
- Equivalencies:
 - ✓ Equivalencies allow you to be more flexible which should result in a larger applicant pool.
 - ✓ Preference can still be given to applicants who have the exact education and/or experience you’d like.
 - ✓ If appropriate, you may want to consider one of the following options:
 - substituting experience for education;
 - substituting education for experience;
 - allowing a combination of experience and education
- Software Proficiency Levels:
 - ✓ To help determine appropriate proficiency levels, use the skills checklist provided by HR.
 - ✓ When in doubt, set “basic” as the minimum requirement and make the higher level a preferred qualification.

APPENDIX H

Receipt Confirmation Email (Filled Positions)

To: <Supervisor> & <Employee>
CC: <CHRO> & <Union President>
From: <JD/JE Representative>
Date: <Current Date>
Subject: **Job Evaluation Request**

The Human Resources Office has received a job evaluation review request for the position of <Title>. Over the next few weeks, this position will be evaluated by the Committee and a pay grade recommendation will be submitted to the College President. You will be informed of the President's final decision once it has been made.

You have indicated that the duties for this position changed on <Date Job Changed>. If the job evaluation process results in this position being upgraded, the pay increase will be effective <90 days after Date Job Changed>. If the evaluation results in a downgrade, the employee's salary will be frozen (red circled) until the top of the new range "catches up" to the current salary.

In accordance with the applicable Collective Bargaining Agreement, when a request for reclassification is made later than six (6) months after the documented start date of the new duties, retroactive pay will be provided only for 90 calendar days unless the JLM/JUMP finds extenuating circumstances, in which case retroactive pay may be made for up to one (1) year.

The employee and union have until <5 working days from Current Date> to submit any additional comments prior to the evaluation of the job.

APPENDIX I

Receipt Confirmation Email (Vacant Positions)

To: <Supervisor>
CC: <CHRO> & <Union President>
From: <JD/IE Representative>
Date: <Current Date>
Subject: **Job Evaluation Request for New Position**

The Human Resources Office has received a job evaluation review request for the position of <Proposed Title>. Over the next few weeks, this position will be evaluated by the Job Evaluation Committee (JEC) and a pay grade recommendation will be submitted to the College President. You will be informed of the President's final decision once it has been made.

The Union has until <5 working days from Current Date> to submit any additional comments prior to the evaluation of the job.

APPENDIX J

Job Evaluation Request Email (S&M Committee)

To: <S&M JEC Committee>
CC: <CHRO>
From: <JD/JE Representative>
Date: <Current Date>
Subject: Evaluation of <Proposed or Current Title>

Attached are copies of the job description and questionnaire/request form for the evaluation of the <Proposed or Current Title> position at the next regularly-scheduled JEC meeting on <Date of next meeting>. <Give background on position or relevant information here.>

Please take time to evaluate the position on your own prior to the meeting, and contact me if you need any additional information to assist you in thoroughly evaluating this job. Also, please remember to bring the attached materials to the meeting, as additional copies will not be provided.

APPENDIX L

Job Title Structure

	Exempt	S&M	Pro-Tech	Admin Support (Pay Grade)
Standard Titles	Chief Officer	Dean ****	Administrator	Administrative Assistant (C,D,E,F)
	Director	Director ***	Analyst	Office Assistant (A,B)
	Executive Assistant	Executive Director ***	Coordinator	Staff Assistant (A,B,C)
	Executive Dean	Manager **	Specialist	Secretary (A, B)
	Executive Director	Supervisor *	Technician	
	Manager			
	Vice President			
	Supervisor			
Specialized Titles	HR Generalist	Lieutenant	Accountant	Cashier (A)
	Sr. HR Generalist	Registrar	Interpreter	Sr. Cashier (B)
		Sergeant	Librarian	Operator (A)
			Recruiter	Lead Operator (C)
			Team Leader (Work Group Leader)	
			Writer	
Possible Titles			Developer	Processor
				Receptionist
				Student Services Representative

- * **A Supervisor is in charge of a single area or function within the College and directly supervises a group of employees in that area. This is typically a first-line supervisor. A Supervisor usually is in charge of one sub-section of a department.**
- ** **A Manager is in charge of two or more areas or departments. These positions may supervise work group leaders. A Manager is usually in charge of two or more areas of a department, or in charge of the entire department.**
- *** **A Director oversees a major function of the College, sometimes with two or more autonomous departments underneath it. In some cases, we give a position that would typically be called a Manager the title of Director for external credibility (an example is Director – Athletics). Directors and Executive Directors are usually over a major functional area/department of the College. In some cases, the Vice President requests the designation of Director or Executive Director for some other purpose, such as external reasons.**
- **** **Deans are equivalent to Directors/Executive Directors, except they are in charge of an academic division.**

APPENDIX M

Job Evaluation Recommendation Email

To: <Supervisor>
CC: <JEC/CRC Committee>
From: <JD/JE Representative>
Date: <Current Date>
Subject: **Job Evaluation Recommendation**

The <Bargaining Unit> Job Evaluation Committee has recently reviewed the position you submitted with the following results:

	<u>Title</u>	<u>Grade</u>
Current:	<Current Title>	<Current Grade>
Recommended:	<Recommended Title>	<Recommended Grade>

This recommendation will go to the President for final approval no later than <10 days from Current Date>. If you disagree with or have concerns about the Committee's recommendation, please respond to this e-mail with any comments you feel the President should consider while reviewing the recommendation.

Your response must be received no later than 5:00 pm on <3 days from Current Date>. If no response is received, we will assume that you are in agreement with the Committee's recommendation.

APPENDIX N

Job Evaluation Results Email (Filled Positions)

To: <Employee>
CC: <Supervisor>, <Vice President>, <Union President>, <HR Services Generalist> &
<Supervisor – HR Systems & Research>
From: <JD/JE Representative>
Date: <Current Date>
Subject: **Job Evaluation Results**

The <Bargaining Unit> Job Evaluation Committee has completed its review of your position and the Committee’s recommendation was approved by the President.

	<u>Title</u>	<u>Grade</u>
Current:	<Current Title>	<Current Grade>
New:	<New Title>	<New Grade>

Upgrade, use this text:

Since the evaluation of your position has resulted in a pay upgrade, you will be placed in Step <New Step> of Grade <New Grade>, which is the step that gives you at least a 7% (5% for Admin Support employees) increase over your current salary. Your new base salary of <New Salary> will be effective on <Effective Date>, in accordance with the “Pay Adjustments” section (under Job Evaluation), in your collective bargaining agreement.

Downgrade, use this text:

Since the evaluation of your position has resulted in a pay downgrade, your salary will be red-circled, or frozen, at <Current Salary> until the top step of Grade <New Grade> “catches up” with your salary. This means that you will be ineligible for any across-the-board or step increases while your salary is red-circled.

No change, use this text:

The evaluation of your position did not result in a pay grade change. Therefore, you will continue to be paid at Grade <Current Grade> on the <Bargaining Unit> pay scale.

Please contact your supervisor if you have any questions or concerns.

APPENDIX O

Job Evaluation Results Email (Vacant Positions)

To: <Union President>
CC: <Supervisor – HR Systems & Research>
From: <JD/JE Representative>
Date: <Current Date>
Subject: **Job Evaluation Results**

The <Bargaining Unit> Job Evaluation Committee recently completed its review of the vacant <Current Title> position and the Committee’s recommendation was approved by the President.

	<u>Title</u>	<u>Grade</u>
Current:	<Current Title>	<Current Grade>
New:	<New Title>	<New Grade>