Professional & Scientific Staff 
Classification and Career Progression 
Guidelines
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JOB PROFILE STRUCTURE

An employee’s Job Profile should reflect the majority of work (approximately 50% or more) that the employee is performing. Job profiles are groupings of positions that have similar job duties/responsibilities and require comparable levels of experience, knowledge, training, education, scope of responsibility, and decision authority. This creates the foundation for equal pay for equal work across the institution by providing a consistent structure for evaluating individual positions and assigning pay grades to job profiles. The structure is also designed to provide opportunities for career paths.

Job profiles, by their nature of being broad descriptions of work, allow managers to dynamically reassign work as needed to manage their unit’s mission and provide employees with challenging and rewarding opportunities. A Position Description and Responsibilities (PDR) document associated with any position should align to the core content of a job profile and should be utilized to help set specific expectations for individual positions. Clear and concise levels guides outline when an employee has progressed from one level to the next within a job series.

ROLES AND RESPONSIBILITIES

University Human Resources (UHR)

UHR Classification and Compensation is responsible for the oversight and creation of Professional and Scientific classification and compensation policy and guidelines for employees and managers in the administration of classification and compensation decisions. They are responsible for the development and maintenance of the job profile and compensation structures.

Employees

Employees are responsible for discussing their interest in career progression, development opportunities, promotions, and transfers with their manager or HR Delivery team. Employees are encouraged to discuss any questions about job profiles, salary or pay with their manager. Any employee who has a concern about career progression, development opportunities, promotions, and/or transfers should contact their HR Delivery Team. If the employee feels that they have been discriminated against, they should contact the Office of Equal Opportunity at eooffice@mail.iastate.edu.

Managers

Managers will play an important role in administering employment decisions with consideration for the University’s EEO statement and commitment to equal opportunity and non-discrimination in all employment decisions. They are also responsible for adhering to all relevant employment regulations, policies, practices and these guidelines in their employment decisions.

P&S CLASSIFICATION STRUCTURE

Definitions

The P&S classification structure consists of job families that categorize jobs performing work in the same occupation (e.g. finance, health services, human resources), job categories that describe the type of work (support, professional and management) and job levels that outline levels within each category based on the scope, complexity, responsibility and impact of decisions.
Job Profiles
Job profiles are groupings of positions that have similar job duties/responsibilities and require comparable levels of knowledge, training and education. Job profiles are a high-level overview of a job that fits within a framework allowing for consistency in the application of compensation and salary decisions. Examples of Job Profiles include – Academic Advisor I, Accounting II, Research Scientist I, etc.

Job profiles by their nature of being broad descriptions of work allow managers to dynamically reassign work within the profile as needed to manage their unit’s mission and provide employees with challenging and rewarding opportunities without the need to maintain and update job descriptions.

Job Families
A job family is a grouping of job profiles that involve work in the same functional occupation and have related core knowledge and background requirements. The family structure is based on function and not organizational structure. Career progression is most often seen within the job family. Examples of Job Families include – Finance, Information Technology, Communications, etc.

Job Categories
Job categories refer to the nature of work performed (i.e. support contributor, individual contributor, management).
- Management – provide contributions to organizational missions and accomplish goals and accountabilities through the direction and management of staff
- Individual Contributor – provide oversight of the design, implementation and delivery of processes, programs and policies using specialized knowledge and skills normally acquired through advanced education or specialized training.
- Support Contributor – provide organizational-related support or service, or roles operating in a “hands on” environment in support of daily operations

Job Levels
Job levels describe characteristics of jobs that will be assigned to the level, including impact to the university, complexity and leadership responsibility, as well as knowledge and experience requirements.

Job Framework
Level Guidelines
The foundation of career progression is the level guidelines that describe the distinct factors for progression within a job category. These guides describe the difference between the responsibilities of the job profile currently held by the employee and those of the higher-level job profile to which the employee may aspire.

The level guidelines identify the significant factors that outline the progression of responsibility that separates each level within a given category. Managers should always consult with their HR Delivery Team to better understand the level guidelines prior to initiating any career progression conversations with an employee.

Job Categories and Job Levels
Support Contributor
Positions within the Support Contributor job category provide organizational-related support or service, or roles operating in a hands-on environment in support of daily operations. The majority of the employee’s time is spent in the delivery of support services or activities, typically under supervision. Higher level support positions may be responsible for overseeing well-defined tasks performed by other employees but are not responsible for those employee’s development. Support Contributor level positions may oversee student workers and/or volunteers. Job profiles in this job category are organized into three job levels:
Individual Contributor
Positions within the Individual Contributor job category provide oversight of the design, implementation and delivery of processes, programs and policies using specialized knowledge and skills normally acquired through advanced education or specialized training. At certain levels, employees in the Individual Contributor job category may oversee the work of two or fewer direct reports, oversee student employees, and/or manage processes and programs. However, this oversight is incidental to the primary role of the job. Job profiles in this job category are organized into four job levels:

Management
Positions within the Management job category accomplish their goals and accountabilities primarily through the management of staff in operational or strategic roles within a specified job family/function. Jobs in the management category have direct reports and the management and development of people is a major component of their job, in short, positions within the Management job category are responsible for the outcomes of a team. The majority of time is spent overseeing their areas of responsibility, planning, prioritizing and/or directing the responsibilities of employees. NOTE: management of student employees does not count towards management scope. Job profiles in this job category are organized into four job levels:

Career Progression Framework
Career Progression is a process designed to formally progress an employee to a higher level of job responsibility within their current position.

Since the employee and the manager work together to progressively advance to a higher level of responsibility, there is no need for a competitive posting process. A career progression is a department or work unit-driven process with three basic criteria:

1. The department or work unit must have a genuine need for the higher-level work
2. The target position level must be available
3. The employee must be both interested in the higher-level work and able to demonstrate the potential to perform it successfully

Departments and managers should consult with their HR Delivery Team about career progression options for employees prior to any discussions with the employee.
Career Progression Benefits

Employees:
- Can develop new skills and competencies at their own pace while in their current job
- Can advance to a higher level of responsibility without competition and without moving to a different department or work unit
- Can be rewarded for demonstrating initiative and willingness to work to further department or work unit and University goals

Managers:
- Can retain valued employees
- Can attract high quality employees by providing opportunities to advance within their positions
- Can further develop employees and increase employee morale
- Can provide a higher level of quality and service to your clients through motivated and highly developed employees with high morale

Career Progression Eligibility Criteria

An employee meets eligibility requirements for career progression if they:
- Are in a regular or regular-term position (full or part-time)
- Have been continuously employed for at least 6 months
- Rated "Meets Expectations" or better on their most recent performance evaluation
- Are not currently under performance management or disciplinary action
- Have not been promoted in the last 12 months
- Demonstrate the ability to perform at the next job level

For more information regarding employee movement, see the Hiring and Employment Policy and its associated guidelines.

Career Progression within Job Categories

Managers may hire for organizational need at any one of the job levels within a job category, however, they are encouraged where training, development and mentorship is available, to hire at the entry level and provide a career progression through the job category. The job categories provide for natural progression of a position through a job series; however, this is dependent on organizational need and not expected of every position. It is important to remember:
- Within job category career progression is available for all level categories.
- The existence of career progression is not guaranteed for employees.
- Progression through level categories assumes an ability to performance at the next level before the promotion takes place.

Career progressions may be initiated by a manager as soon as an employee meets the criteria specific to their job category, job profile, and are eligible to progress within their job category per the previously outlined eligibility criteria. To offer an employee progression within their job category the manager must:
- Have a genuine need for the higher-level work (e.g. Senior level roles are less common and are based on organization size and need)
- Have the target job level position available
- Ensure the employee qualifies under the conditions listed above
- Have documented examples of the employee exceeding expectations of the current position
• Have document examples of the employee’s potential for the next job level, referencing the specific criteria in the level guidelines.

Leadership Roles at Iowa State University
Promotion of an employee into a leadership role at Iowa State University is a great responsibility that directly impacts the direction of the University and the employment experience. For this reason, it may be recommended that within the management job category, roles be filled through an internal or external competitive search in order to ensure equal opportunity.

Reclassification
Iowa State University believes an employee’s job profile should accurately reflect the work they are performing.

A reclassification is used when the work an employee is performing no longer aligns with their job profile. The lack of alignment should be substantial for a reclassification to occur (greater than 50% of the job is misaligned to the current job profile). A reclassification typically arises when the nature of a job has changed over time, and is utilized to assess the current work performed and determine the appropriate job profile (based upon the work being or to be performed) and the associated pay grade.

A reclassification should be treated the same as a promotion when the reclassification results in a higher level, as a lateral when it results in the level, and as a demotion when it results in a lower level. For specific information relating to pay on promotion, demotion or transfer, refer to the Hiring and Employment Policy and its associated guidelines.

Reclassifications shall be requested by management and approved by UHR Classification and Compensation. UHR Classification and Compensation will conduct a reclassification review by analyzing the current work being performed and comparing it to the job profile to determine whether the current job profile is appropriate or whether the work being performed aligns better with a different job profile.