

IOWA STATE UNIVERSITY

University Human Resources

P&S Classification and Compensation  
Review Project:  
Classification Structure Framework

P&S Seminar Series

March 12, 2019

# Agenda

- Project Status Update
- Classification Structure Framework
- Titles, levels, and pay
- Questions

# Project Status Update

- Identification of jobs – complete
- Benchmarking of jobs – complete
- Job Profile (i.e. Classification) Description Development – in progress
- Job Evaluation – scheduled for spring
- Communication – to beginning March 2019
  - Primarily focused on education
  - Ongoing until implementation

# Classification Structure Framework

- Purpose of Classification Framework – Job Leveling Guidelines
- Level Guides include:
  - Management Level Guide
  - Individual Contributor Level Guide
  - Support Contributor Level Guide
- Aligning titles with levels
- Aligning titles and level with pay

# Purpose of Job Leveling Guidelines

- Provide a consistent criteria and methodology for:
  - Determining *type* of work being performed:
    - Management – people managers
    - Individual contributor – predominantly focused on own individual work outcomes with some expectation of guidance to others provided at higher levels
    - Support contributor – focused on own work, more guidance required
  - Determining *level* of work being performed
    - From entry level to highest levels of individual and/or support contribution
    - From first line supervision up to executive level
      - Leveling guides are not intended to level executive positions, descriptors are provided for level setting and reference purposes only

# Purpose of Job Leveling Guidelines

- Provide a process for comparing existing P&S positions to an internal framework
- Facilitate matching of existing P&S positions to positions in the external market
- Assist in maintaining an appropriate hierarchy of jobs going forward
- Support career paths and career development within and across P&S job families

# Management Level Guide

M1	M2	M3	M4	M5*
<ul style="list-style-type: none"> <li>• Aware of key annual objectives of department or work unit</li> <li>• Understands linkage between daily activities and achievement of annual objectives of department/work unit and explains to direct reports</li> <li>• Focus on ISU's mission and meeting department or work unit goals</li> <li>• Supervisors small department or work team</li> <li>• Often is working supervisor with direct previous experience performing work supervised</li> <li>• May have full HR responsibility for direct reports (hire, fire, counsel) or share part of responsibility with higher level management</li> <li>• Requests approval for financial actions beyond a limited scope per policy</li> </ul>	<ul style="list-style-type: none"> <li>• Provides input into annual departmental objectives and action plans</li> <li>• Accountable for achievement of key annual objectives for department</li> <li>• May provide input into institution policy within area of functional expertise</li> <li>• Functionally responsible for department or work team</li> <li>• Manages subordinate staff</li> <li>• Has full HR responsibility for direct reports (hire, fire, counsel)</li> <li>• May provide input to the budgeting process</li> <li>• Requests approval for financial actions beyond a limited scope</li> <li>• May provide input into financial decisions that impact department or work area</li> </ul>	<ul style="list-style-type: none"> <li>• May provide input into the strategic planning process</li> <li>• Operationalizes annual goals and objectives from strategic plan with department(s) to develop annual departmental objective and action plans</li> <li>• Recommends institution policy within area of functional or operational expertise</li> <li>• Scope of influence may be a function, a large sub function, or multiple sub functions</li> <li>• Manages staff and sets priorities for department(s)</li> <li>• Typically has sufficient staff to have multiple Managers or Supervisors as direct reports</li> <li>• Has full HR responsibility for direct reports (hire, fire, counsel)</li> <li>• Understands key drivers of financial performance for operational areas</li> <li>• Provides substantial input to the budgeting process</li> <li>• Responsible for budgetary decisions according to guidelines within functional area</li> <li>• Recommends financial decisions that impact area of responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Participates in strategic planning and contributes to business strategy</li> <li>• Translates institution policy for functional or operational area(s)</li> <li>• Disseminates strategic goals to direct reports and ensures goals are operationalized within area of responsibility</li> <li>• Accountable for annual execution of goals and objectives of the strategic plan for area of responsibility</li> <li>• Scope of influence is typically one or more functions, typically on an institution basis</li> <li>• Leads planning /priority setting for department(s)</li> <li>• Has sufficient staff to have multiple managerial direct reports (M3 and/or M2)</li> <li>• Has full HR responsibility for direct reports (hire, fire, counsel)</li> <li>• Manages key drivers of budget</li> <li>• Provides substantial input to the budgeting process and accountable for budget for area(s) of responsibility</li> <li>• May recommend broad financial decisions that impact area of responsibility or beyond</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for aligning to ISU's mission and vision</li> <li>• Executes University strategy</li> <li>• Accountable for annual execution of goals and objectives of the strategic plan</li> <li>• Sets institutional policy for functional or operational area</li> <li>• Accountable for overall institution results</li> <li>• Broad operational and/or functional responsibility</li> <li>• Scope of influence is substantial and may be large single function to multi-function on an institution basis</li> <li>• Accountable for budgets and fiscal strategy and controls</li> <li>• Makes financial decisions that broadly impact function or contributes to decisions that impact the University</li> </ul>

\*M5 included for illustrative purposes; M5 roles will be limited among P&S staff and is intended to reflect executive level

# Individual Contributor Level Guide

I1	I2	I3	I4
<ul style="list-style-type: none"> <li>Individual contributor position with developing professional and/or technical skills working under immediate to general supervision</li> <li>Grasps professional-level knowledge and concepts of field while working in a progressive learning mode</li> <li>Works on problems and issues of somewhat limited scope. Follows standard practices and procedures in analyzing situations or data for which answers are available or can be obtained</li> <li>Responds to inquiries and issues, escalating to manager or higher level workers as appropriate</li> <li>May lead projects of limited scope and complexity. May provide guidance to students</li> <li><i>Typically possesses an undergraduate degree. Previously professional-level work experience or internship preferred</i></li> </ul> <p>Note: Not all job families will have four levels</p>	<ul style="list-style-type: none"> <li>Intermediate-level position with solid professional and/or technical skills working under general supervision to achieve goals</li> <li>Applies broad, working knowledge of the principles of the field to moderately complex, difficult, and varied problems and issues</li> <li>Exercises judgment within defined procedures and practices to determine appropriate action and resolve problems</li> <li>Responds to a broad range of inquiries and requests. May provide training and/or direction to lower-level staff</li> <li>May lead projects of moderate scope and complexity. Provides guidance to students</li> <li><i>Typically possesses an undergraduate degree and 2 to 3 or more years of directly applicable experience</i></li> </ul>	<ul style="list-style-type: none"> <li>Career-level position possessing high-level professional and/or technical skills working independently under minimal supervision to support ISU's mission and department or work unit goals</li> <li>Applies career-level professional knowledge and expertise to work requiring greater latitude</li> <li>Solves moderately complex problems and regularly exercises judgment to determine appropriate action</li> <li>Regularly exercises judgment to resolve problems and determine appropriate action on a broad set of issue and problems. May provide recommendations regarding problems/issues outside the bounds of defined procedures and practices</li> <li>Responds to complicated inquiries, provides training, and provides direction to lower-level staff. May provide supervision to one to two other staff (i.e., leads a small work team)</li> <li>May lead projects for which well-defined practices and procedures may not exist. Provides guidance to students</li> <li><i>Typically possesses an undergraduate degree and 5 or more years of applicable experience; graduate level-coursework, degree, or professional credentialing preferred</i></li> </ul>	<ul style="list-style-type: none"> <li>Senior-level position possessing advanced professional and/or technical skills working under limited supervision</li> <li>Applies high level professional knowledge and expertise to focus on ISU's mission and meeting department or work unit goals</li> <li>Solves complex issues using highly-developed problem resolution skills</li> <li>Regularly provides recommendations regarding problems/issues outside the bounds of defined procedures and practices</li> <li>Leads projects of moderate to high scope and complexity with broad impact. May provide supervision to other department staff (i.e., leads a small work team)</li> <li><i>Typically possesses an undergraduate degree and 8 or more years of experience; graduate level coursework or degree and/or professional credentialing preferred</i></li> </ul>

# Support Contributor Level Guide

U1	U2	U3
<ul style="list-style-type: none"> <li>• Entry level position acquiring job skills and learning standard operating procedures and policies to complete tasks</li> <li>• Works under relatively close supervision and receives guidance on new work assignments</li> <li>• Works on assignments which are routine in nature requiring limited judgment</li> <li>• Refers difficult or less routine issues to supervision or higher-level staff for assistance</li> <li>• May provide guidance to students</li> <li>• <i>Work typically requires less than 1 year of related experience and may require completion of a certificate program, college classes, or an Associates degree or higher</i></li> </ul>	<ul style="list-style-type: none"> <li>• Career-level position demonstrating proficiency and knowledge of related competencies</li> <li>• Works under direct to general supervision and may receive guidance on more complex assignments</li> <li>• Follows established procedures for work assignments, and completes assignments which are semi-routine and may be atypical in nature</li> <li>• Applies thorough knowledge to respond to inquiries and requests. Able to resolve most problems and issues and respond to requests without escalation</li> <li>• Provides guidance to students</li> <li>• May provide supervision to one to two other staff or lead a small work team</li> <li>• <i>Work typically requires 3 or more years of related experience and may require completion of a certificate program, college classes, or an Associates degree and/or Bachelors degree</i></li> </ul>	<ul style="list-style-type: none"> <li>• Senior level position applies advanced and specialized expertise and competencies</li> <li>• Typically receives general supervision with high level guidance on the most complex assignments</li> <li>• Completes assignments which are moderately difficult or difficult. Resolves issues, including atypical issues, and makes recommendations. May lead projects of limited scope</li> <li>• Functions as “go to.” Responds to inquiries and requests from others inside and outside work area</li> <li>• May act as a lead, assigning tasks and providing guidance to lower level workers. May provide supervision to one to two other staff or lead a small work team</li> <li>• Provides guidance to students</li> <li>• <i>Work typically requires 5 years or more of related experience and may require completion of an Associates and/or Bachelors degree</i></li> </ul>

Note: Not all job families will have three levels

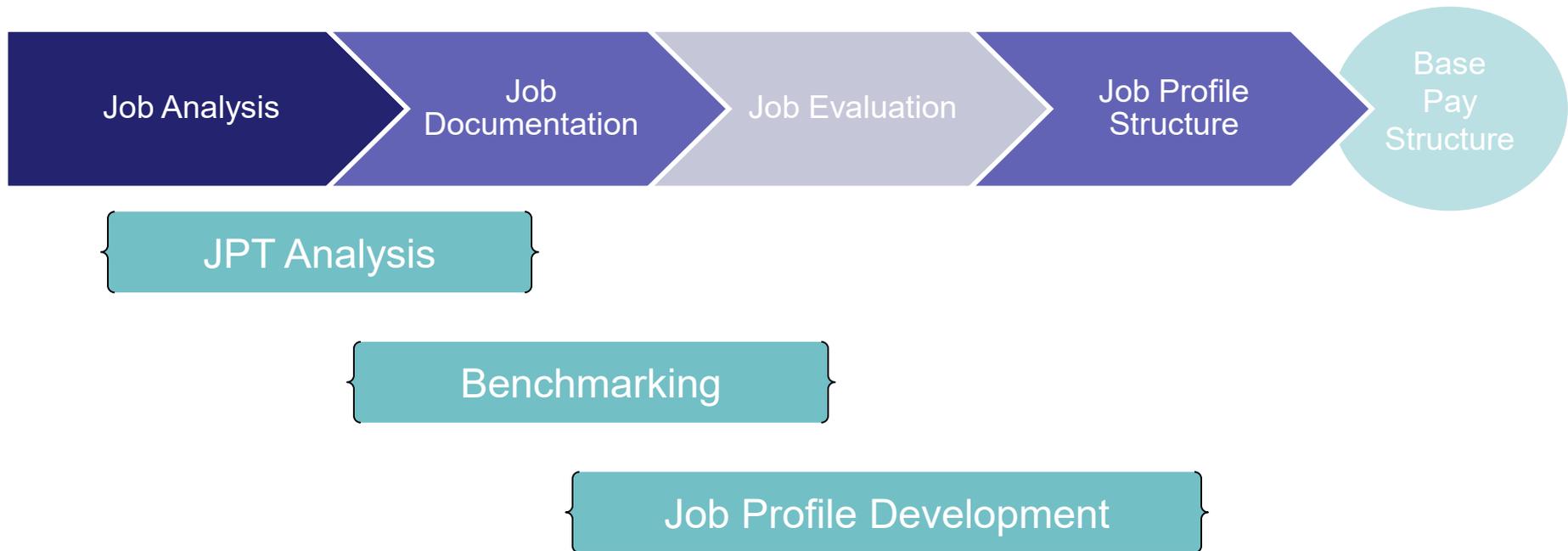
# Aligning Levels with Title

- Titles are tied to level guides for the purpose of providing consistent titles based on level assigned to a job
- Title of a job should accurately reflect the level of work
- Level is tied to the job versus the pay grade
- Nomenclature of titles is still being determined

# Aligning Level with Pay

- Pay is tied to level through market benchmarks
- Jobs must be leveled in order to identify appropriate benchmarks
- Benchmarks for a job is directly linked to pay
- Level will no longer be a direct link to pay grade

# Building Blocks of the Structure



# Questions?

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