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

<table>
<thead>
<tr>
<th>M1</th>
<th>M2</th>
<th>M3</th>
<th>M4</th>
<th>M5*</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Aware of key annual objectives of department or work unit</td>
<td>• Provides input into annual departmental objectives and action plans</td>
<td>• May provide input into the strategic planning process</td>
<td>• Participates in strategic planning and contributes to business strategy</td>
<td>• Responsible for aligning to ISU’s mission and vision</td>
</tr>
<tr>
<td>• Understands linkage between daily activities and achievement of annual objectives of department/work unit and explains to direct reports</td>
<td>• Accountable for achievement of key annual objectives for department</td>
<td>• Operationalizes annual goals and objectives from strategic plan with department(s) to develop annual departmental objective and action plans</td>
<td>• Translates institution policy for functional or operational area(s)</td>
<td>• Executes University strategy</td>
</tr>
<tr>
<td>• Focus on ISU’s mission and meeting department or work unit goals</td>
<td>• May provide input into institution policy within area of functional expertise</td>
<td>• Recommends institution policy within area of functional or operational expertise</td>
<td>• Disseminates strategic goals to direct reports and ensures goals are operationalized within area of responsibility</td>
<td>• Accountable for annual execution of goals and objectives of the strategic plan</td>
</tr>
<tr>
<td>• Supervisors small department or work team</td>
<td>• Functionally responsible for department or work team</td>
<td>• Scope of influence may be a function, a large sub function, or multiple sub functions</td>
<td>• Accountability for annual execution of goals and objectives of the strategic plan for area of responsibility</td>
<td>• Sets institutional policy for functional or operational area</td>
</tr>
<tr>
<td>• Often is working supervisor with direct previous experience performing work supervised</td>
<td>• Manages subordinate staff</td>
<td>• Typically has sufficient staff to have multiple Managers or Supervisors as direct reports</td>
<td>• Scope of influence is typically one or more functions, typically on an institution basis</td>
<td>• Accountable for overall institution results</td>
</tr>
<tr>
<td>• May have full HR responsibility for direct reports (hire, fire, counsel) or share part of responsibility with higher level management</td>
<td>• Has full HR responsibility for direct reports (hire, fire, counsel)</td>
<td>• Manages staff and sets priorities for department(s)</td>
<td>• Leads planning/priority setting for department(s)</td>
<td>• Broad operational and/or functional responsibility</td>
</tr>
<tr>
<td>• Requests approval for financial actions beyond a limited scope per policy</td>
<td>• May provide input to the budgeting process</td>
<td>• Typically has sufficient staff to have multiple Managers or Supervisors as direct reports</td>
<td>• Has full HR responsibility for direct reports (hire, fire, counsel)</td>
<td>• Scope of influence is substantial and may be large single function to multi-function on an institution basis</td>
</tr>
<tr>
<td><strong>M5 included for illustrative purposes; M5 roles will be limited among P&amp;S staff and is intended to reflect executive level</strong></td>
<td>• Requests approval for financial actions beyond a limited scope</td>
<td>• Has full HR responsibility for direct reports (hire, fire, counsel)</td>
<td>• Has sufficient staff to have multiple managerial direct reports (M3 and/or M2)</td>
<td>• Accountable for budgets and fiscal strategy and controls</td>
</tr>
<tr>
<td></td>
<td>• May provide input into financial decisions that impact department or work area</td>
<td>• Understands key drivers of financial performance for operational areas</td>
<td>• Manages key drivers of budget</td>
<td>• Makes financial decisions that broadly impact function or contributes to decisions that impact the University</td>
</tr>
<tr>
<td></td>
<td>• Requests approval for financial actions beyond a limited scope</td>
<td>• Provides substantial input to the budgeting process</td>
<td>• Provides substantial input to the budgeting process and accountable for budget for area(s) of responsibility</td>
<td></td>
</tr>
</tbody>
</table>
## Individual Contributor Level Guide

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
<th>Responsibility</th>
<th>Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>I1</td>
<td>Individual contributor position with developing professional and/or technical skills working under immediate to general supervision</td>
<td>Responds to inquiries and issues, escalating to manager or higher level workers as appropriate</td>
<td>Typically possesses an undergraduate degree. Previously professional-level work experience or internship preferred</td>
</tr>
<tr>
<td>I2</td>
<td>Intermediate-level position with solid professional and/or technical skills working under general supervision to achieve goals</td>
<td>Responds to a broad range of inquiries and requests. May provide training and/or direction to lower-level staff</td>
<td>Typically possesses an undergraduate degree and 2 to 3 or more years of directly applicable experience</td>
</tr>
<tr>
<td>I3</td>
<td>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</td>
<td>Regularly exercises judgment to resolve problems and determine appropriate action</td>
<td>Typically possesses an undergraduate degree and 5 or more years of applicable experience; graduate level-coursework, degree, or professional credentialing preferred</td>
</tr>
<tr>
<td>I4</td>
<td>Senior-level position possessing advanced professional and/or technical skills working under limited supervision</td>
<td>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)</td>
<td>Typically possesses an undergraduate degree and 8 or more years of experience; graduate level-coursework or degree and/or professional credentialing preferred</td>
</tr>
</tbody>
</table>

**Note:** Not all job families will have four levels
# Support Contributor Level Guide

<table>
<thead>
<tr>
<th>U1</th>
<th>U2</th>
<th>U3</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Entry level position acquiring job skills and learning standard operating procedures and policies to complete tasks</td>
<td>• Career-level position demonstrating proficiency and knowledge of related competencies</td>
<td>• Senior level position applies advanced and specialized expertise and competencies</td>
</tr>
<tr>
<td>• Works under relatively close supervision and receives guidance on new work assignments</td>
<td>• Works under direct to general supervision and may receive guidance on more complex assignments</td>
<td>• Typically receives general supervision with high level guidance on the most complex assignments</td>
</tr>
<tr>
<td>• Works on assignments which are routine in nature requiring limited judgment</td>
<td>• Follows established procedures for work assignments, and completes assignments which are semi-routine and may be atypical in nature</td>
<td>• Completes assignments which are moderately difficult or difficult. Resolves issues, including atypical issues, and makes recommendations. May lead projects of limited scope</td>
</tr>
<tr>
<td>• Refers difficult or less routine issues to supervision or higher-level staff for assistance</td>
<td>• Applies thorough knowledge to respond to inquiries and requests. Able to resolve most problems and issues and respond to requests without escalation</td>
<td>• Functions as “go to.” Responds to inquiries and requests from others inside and outside work area</td>
</tr>
<tr>
<td>• May provide guidance to students</td>
<td>• Provides guidance to students</td>
<td>• 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</td>
</tr>
<tr>
<td>• 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</td>
<td>• May provide supervision to one to two other staff or lead a small work team</td>
<td>• Provides guidance to students</td>
</tr>
<tr>
<td>• 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</td>
<td>• Work typically requires 5 years or more of related experience and may require completion of an Associates and/or Bachelors degree</td>
<td></td>
</tr>
</tbody>
</table>

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

- Job Analysis
- Job Documentation
- Job Evaluation
- Job Profile Structure

- JPT Analysis
- Benchmarking
- Job Profile Development
Questions?
Visit Us Online!
Classification and Compensation Review
(http://www.hr.iastate.edu/ccreview)