

UNDERSTANDING THE JOB EVALUATION PROCESS

WHAT IS THE PURPOSE?

Job evaluation is the application of a process to identify, analyze and measure each job against established criteria and weigh the relative value of jobs in a uniform and consistent manner. It is *NOT* used to obtain a salary increase for the incumbent.

WHY EVALUATE JOBS?

Job evaluation helps provide salary equity among all jobs in a salary administration. After a job is evaluated, it is assigned to the appropriate salary group and corresponding salary range.

WHEN IS EVALUATION DONE?

Jobs are evaluated when:

- A new position is established, prior to recruitment
- When an existing position has changed 10-15% (up or down.)

WHO CAN REQUEST EVALUATION?

Requests for evaluation can come from:

- The Human Resources Office
- The position's supervisor

Neither the job description nor the evaluation process reflects upon the personality, credentials, or performance of an incumbent, or upon salary considerations.

STEPS IN THE EVALUATION PROCESS

STEP ONE - Position Description

The supervisor of the position assigns duties and *writes* the position description. If there is an incumbent employee, s/he reviews it. Instructions and additional assistance are available from Human Resources, if needed. The position description is a snapshot of the position as it presently exists, reflecting the current duties and responsibilities of the position and/or the incumbent.

STEP TWO - Approval

Up through the vice president reviews position descriptions and, if s/he concurs, **approves** the responsibilities, requirements, and departmental organization contained within a position description presented for new evaluation, and signs it. If the vice president does not concur with the contents of the description, it is returned to the supervisor for changes.

STEP THREE - Review

Human Resources reviews the position description as submitted with the supervisor. Human Resources helps ensure that there is consistency and equity in the position descriptions and titles by editing them for clarity and format. If the Human Resources Office makes changes, the position description is returned to the supervisor and vice president for signature.

STEP FOUR - Evaluation

The Evaluation Committee ensures equity among jobs through the use of established, consistent criteria for evaluation and prevents escalation of the job evaluation grades by validating changes in job content presented for review. Evaluators receive in-depth training on job evaluation and utilize a consistently applied point system for the evaluations. The title is also established at this time.

JOB EVALUATION CATEGORIES

The job evaluation process consists of three general categories:

1. Know-how

Know-how is the sum total of every kind of knowledge and skill however acquired, e.g. experience, education, etc. needed for acceptable job performance. **Know-how** includes three elements:

- A. Specialized, technical or practical know-how: the basic job knowledge needed.
- B. Managerial know-how: The degree with which the job deals with planning and organizing the employee's activities and coordinating with others.
- C. Human relations skills: The persuasion and communication skills for motivating, training, and developing others.

2. Problem Solving

Problem solving is the amount of original self-starting thinking required by the job for analyzing, evaluating, creating, reasoning, arriving at and coming to conclusions.

Problem-solving has two elements:

- A. Thinking environment – defines the degree to which the incumbent is free to develop answers to problems, ranging from the day-to-day decisions based on simple memory to those which require creative thinking or long-range strategies.
- B. Thinking challenge – defines the complexity and uniqueness of problems and may range from repetitive to highly creative.

3. Accountability

Accountability is the answerability for action and for the consequences of that action.

Accountability has three elements:

- a) *Freedom to act* is the degree to which the position can take action without consulting a higher authority.
- b) *Impact on end results is the real effect of the position, i.e., direct, controlling, or primary impact, or an interpretive, advisory, or facilitating role.*
- c) *Magnitude* is the size of the area in which the job functions, i.e, whole organization, school, single department, etc.

STEP FIVE - Confirmation

The appropriate Vice President will review and confirm all job evaluations and titles recommended by JEC in their respective areas.

After confirmation of the evaluation position description, Human Resources will notify the supervisor of the results of the evaluation and the title. The supervisor then advises the incumbent of the position (if applicable) of the results of the job evaluation.

Appeals Procedure

The employee, supervisor, and/or Vice President may appeal the evaluation should they feel the evaluation rating is incorrect. An appeal includes an assumption that new information is available. The appeal goes to the appropriate vice president and with the vice president's concurrence, to the Evaluation Committee. If the decision is upheld then the supervisor can appeal to SAC (Staff Appeals Committee). For assistance in an appeal, contact Human Resources and/ or refer to Personnel Policy and Procedure No. 5.02 "Job Evaluation."

A Summary of Responsibilities:

Supervisor:

- In collaboration with the employee, develops and reviews the position description, prepares organizational chart. Obtaining approvals is also the responsibility of the department.

Human Resources Initial Review:

- Reviews position description and determines if necessary to go to the Evaluation Committee.

Second Level Supervisor:

- Approves the position description.

Third Level Supervisor:

- Approves the position description.

Vice President:

- Approves the position description
- Authorizes evaluation and appeals.

President:

- The President will approval all full-time administrative positions following the Vice President's approval of the position description.

Human Resources:

- Ensures consistency in position descriptions and titles.
- Assist supervisors with developing position descriptions
- Obtains appropriate approvals after evaluation.
- Ensures equity through use of a common evaluation tool.
- Checks the validity of job contents and requirements to prevent escalation.

BUDGET:

- Ensures funding is available.

SAC:

- Generally reviews the job evaluation process when evaluation is appealed.