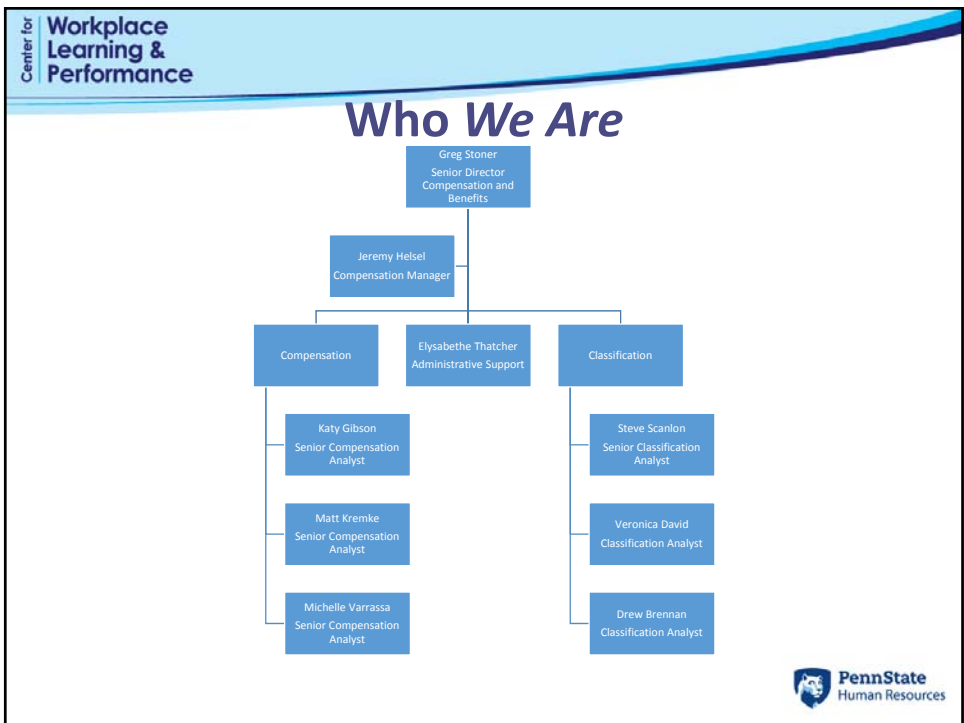



Center for Workplace Learning & Performance

# Compensation and Job Reviews

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## Compensation Services Provided


- Job Classification
- Job Reviews
- Salary Analysis & Guidance
- Salary Planning
- Compensation Analysis
- Salary Market Surveys



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## Overview


- How we support you
- Job Classification
  - Overview of Competencies Program
- Job Reviews
  - Job Review Process
  - Job Responsibilities Worksheet (JRW)
- Salary Analysis & Guidance
  - Salary Bands
  - General Salary Guidelines
  - Salary Offers
- Resources



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## Job Classification

- Comprehensive system that is used in recruiting, developing, evaluating, compensating and retaining employees that reside in roughly 9,000 staff jobs University wide
- Program consists of approximately 180 job titles, with a maximum of five levels
- Includes both exempt and non-exempt staff jobs

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## Job Classification

### Competencies Goals

- Support quality decisions to recruit, retain, develop, evaluate and compensate employees
- Support retention of current employees and recruitment of prospective employees by clarifying expectations
- Consider both internal and external equity

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## Job Classification

### So what are “competencies”?

Competencies are:

- The identified set of knowledge, skills, abilities and behaviors needed to perform a job successfully
- Measurable and observable


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## Job Classification

### Key Competencies

- Effective Knowledge
- Accountability and Self-Management
- Teamwork and Leadership
- Communication
- Innovation and Problem Solving


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## Job Classification

### Terminology of Job Structure

- **Job Family:**
  - A group of jobs that serve a similar overall function
- **Job Category:**
  - A further delineation of a job family that allows similar job functions to be combined for purposes of evaluation and management
- **Job Title:**
  - The title associated with a job based upon the required competencies and responsibilities


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## Job Classification

### Terminology of Job Structure

- **Level:**
  - Represents the knowledge and skills required for each job. The number associated with the level increases as the complexity and competencies required for the job also increase
- The five levels are:
  - Level 1 – baseline
  - Level 2 – intermediate
  - Level 3 – proficient
  - Level 4 – advanced
  - Level 5 - mastery

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The screenshot shows the Penn State Office of Human Resources website. The top navigation bar includes links for HOME, CURRENT EMPLOYEE, PROSPECTIVE EMPLOYEE, RETIREE, and HR PROFESSIONAL. A search bar is located in the top right corner. The left sidebar contains a menu with categories like Benefits, Health & Wellness, Workplace Learning, Employee & Family Resources, Compensation & Classification (highlighted), Competencies Overview, and Job Profiles. Under Job Profiles, the 'Accounting & Finance' section is expanded, listing various roles. The main content area displays a breadcrumb trail: Home → Recruitment and Compensation → Job Profiles → Accounting and Finance. Below this, three sections are listed: Accounting (Accountant, Accounting Assistant, Accounting Manager), Budgeting (Budget Analyst, Budget Manager, Budget Specialist), and Financial Operations (Financial Assistant, Financial Coordinator, Financial Manager, Investment Manager, Investment Operations Manager).

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## Sample Structure

Job Family	Job Category	Job Title	Level
Information Technology	Applications	Database Specialist	1 - 5
		Instructional Designer	1 - 5
		Multimedia Specialist	1 - 5
		Programmer/Analyst	1 - 5
	Systems	Network Systems Specialist	1 - 5
		Systems Administrator	1 - 5
		Systems Design Specialist	1 - 5
	IT Support	IT Consultant	1 - 5
		IT Support Specialist	1 - 5
IT Generalist		3 - 5	

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## Sample Salary Band Structure

Band	Jobs	
K	HR Generalist 4	Network Sys Spec 3
J	HR Generalist 3	Network Sys Spec 2
I	HR Generalist 2	
H	HR Generalist 1	Network Sys Spec 1
G		




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## Job Reviews

### Overall Process

- The Job Review process is used to evaluate a position:
  - Experienced change or growth
  - New Job
  - Open Position or Backfilled position
  - Reassignment of work
- Not a process for rewarding employee performance
- Requires updated Job Responsibilities Worksheet (JRW)




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## Job Reviews

### Rationale for Reviewing a position

- Change in level of responsibility
- Reorganization of position/responsibilities
- New department or University initiative
- Review of vacant position prior to posting


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## Job Reviews

### Initiating a Job Review

- Two ways job reviews can be initiated:
  - Management-initiated review
  - Employee-initiated review

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## Job Reviews

### Management-Initiated Reviews

- When the supervisor or manager recognizes there have been significant changes in the duties, responsibilities, and competencies of a position
- When a manager has a need to create a new job
- When need to backfill an open position


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## Job Reviews

### Employee-Initiated Reviews

- When an employee feels there have been significant changes in duties, responsibilities, and competencies to their position
- A current JRW must be attached to the request
- A new JRW must be attached to the request

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## Job Reviews

### Forms and Documentation

Staff Request for Job Review Packet includes the following forms:

- Request for Job Review Form (to be completed by HR Rep and Supervisor)
- Updated Job Responsibilities Worksheet
- Current Job Responsibilities Worksheet\*
- Organizational Chart

*\*Unit should note if this document is not available.*



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## Job Reviews

### Job Responsibilities Worksheet

Things to know...

- You@PSU vs JRW in PDF form (fill in the blanks)
- List **NO MORE THAN 10** Primary Duties
- Each duty must be performed at **LEAST 5%** and **NO MORE THAN 50%** of the time

Position Summary		
<small>Position Summary: Please describe, in 2-4 sentences, the primary purpose of this position. (Text box will expand to fit user input.)</small>		
Primary Duties		
<small>Please list up to ten of the primary duties, in order of importance, of this position and estimate the percentage of time spent on each duty over a given period of time. Percentages must total 100% and should not be smaller than 5% or greater than 50%. *NOTE: The essential functions should describe the reasons a job exists; they include duties and tasks that are fundamental to the position. This is required by the Americans with Disabilities Act (ADA). (Text boxes will expand to fit user input.)</small>		
1.		
<input type="checkbox"/> New Duty	<input type="checkbox"/> Essential Function*	<input type="checkbox"/> % of Time
2.		
<input type="checkbox"/> New Duty	<input type="checkbox"/> Essential Function*	<input type="checkbox"/> % of Time
3.		
<input type="checkbox"/> New Duty	<input type="checkbox"/> Essential Function*	<input type="checkbox"/> % of Time
4.		
<input type="checkbox"/> New Duty	<input type="checkbox"/> Essential Function*	<input type="checkbox"/> % of Time
5.		
<input type="checkbox"/> New Duty	<input type="checkbox"/> Essential Function*	<input type="checkbox"/> % of Time
6.		
<input type="checkbox"/> New Duty	<input type="checkbox"/> Essential Function*	<input type="checkbox"/> % of Time




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# Job Reviews


## Forms and Documentation

### Technical Service

- Request to Review Existing Job
- Request for Creation of a New Job



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Office of Human Resources  
Recruitment & Compensation  
520 James M. Elliott Building


### Request for Review of Current Technical-Service Job

This form and any related information should be forwarded to the designated Human Resources Representative for electronic transmittal to [Michelle Varrassa](#), Recruitment & Compensation. Transmittal to the Division confirms that the necessary approvals have been obtained for the review of this job.

Job Title		
Code No.		
Incumbent Name(s)		
Work Unit		
Dept/Area		

	Name	Date
Form prepared by		
Approved by		
Approved by HR Rep		



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## Job Reviews

### Roles in the Staff Job Review Process

- Supervisor
- Employee
- HR Rep
- Compensation
- Job Review Committee


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## Job Reviews

### Supervisor's Role in the Staff Job Review Process

- Meet with the employee to discuss the need to review the position
- Instruct the employee to complete the JRW by a set deadline
- Review the JRW and discuss with the employee any areas of disagreement or need for clarification
- Confirm that the employee meets the typical requirements for the new position
- Ensure forms are completed accurately


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## Job Reviews

### Supervisor's Role in the Staff Job Review Process (cont.)

- Consult with Department Head/Budget Executive to ensure support for any significant job changes or departmental reorganization
- Meet with HR Rep to discuss changes to the position
- Submit the final approved JRW to HR Rep
- Work with HR Rep to complete Request for Review form


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## Job Reviews

### Employee's Role in the Staff Job Review Process

- Complete the JRW focusing on the following sections:
  - Position Summary
  - Duties
    - Percentage of time (spent performing duties)
    - New/Expanded Responsibilities
  - Competencies
  - Scope
  - Reporting Structure
- Meet with supervisor and/or HR Rep to discuss changes in the position


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## Job Reviews

### HR Rep's Role in the Staff Job Review Process

- Review the JRW & ensure the "Request for Job Review Packet" is accurate and complete
- Meet with supervisor and/or employee to discuss changes in the position
- Determine if further review by the Job Review Committee and/or Compensation is required (based on established guidelines) and if so, submit Review Packet and preliminary recommendation to Compensation




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## Job Reviews

### HR Rep's Role in the Staff Job Review Process (cont.)

- Complete the job review process for positions increasing one level within same job profile and no change in exemption status
- Funds **must** be available to support the pay piece of an upgrade
- The Unit Executive has final ruling/authorization
- Discuss any questions with Compensation




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## Job Reviews

### Compensation's Role in the Staff Job Review Process

- Provide guidelines for job review process to the HR Reps, management and employees
- Consult with HR Reps on specific job reviews as needed
- Review requests for exceptions to guidelines
- Review requests for within-level increases
- Refer any exceptions not requiring immediate attention to the Job Review Committee


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## Job Reviews

### Job Review Committee's Role in the Review Process

- Committee led and facilitated by Compensation
- Committee made up of HR Reps from various units and campuses
- Meets on a quarterly basis to evaluate requests for job reviews from units/campuses/colleges
  - Upgrade of more than one level
  - Upgrade or change to a different profile
  - Upgrade causing a change in FLSA exemption


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## Job Reviews

**Job Review Committee's Role in the Review Process (cont.)**

- Deadlines for submission of materials are provided on the Compensation and Classification website
- Decisions made by committee will be communicated to the HR Rep of the requesting unit by written communication from Compensation typically within 5 business days after the committee meeting




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## Job Reviews

Type of Review	HR Rep	Committee	Compensation
Up one level, same title (no change in exemption)	X		
Up one level, exemption change		X	X*
Upgrade of more than one level		X	X*
Upgrade or change to a different profile		X	X*
With-in Level Increase			X
Exceptions to guidelines			X

\*urgent requests that cannot wait until the Committee meets






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## Job Reviews

### The Process

Three phases in reviewing a job:

- Data gathering
- Analysis
- Recommendation/Determination


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## Job Reviews

### Data Gathering & Analysis

- Select the appropriate Job Profile(s) and review the following for each level:
  - Competencies Level Summary
  - Qualifications
  - Typical work activities
- Select and review work unit peer comparisons (i.e. JRW's) performing in the same capacity
- Identify the competencies required for the job
- Compare the JRW against the data gathered
- Assess the position not the individual's performance


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## Job Reviews

### Recommendation/Determination

- If the HR Rep determines that the changes in the position warrant an upgrade of one level within the same job profile (assumes no change in exemption), they may proceed with making a final determination


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## Job Reviews

### Recommendation/Determination (cont.)

- If the HR Rep's preliminary determination indicates one of the below outcomes is likely to occur, they are required to forward the Review Packet to the Job Review Committee and/or Compensation for further consideration
  - upgrade of more than one level
  - upgrade or change to a different profile
  - upgrade causing a change in FLSA exemption

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## Job Reviews

Recommendation/Determination (cont.)

Four determinations are possible as a result of a job review:

- No Change
- Within-level increase
- Upgrade
- Downgrade

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## Job Reviews

Recommendation/Determination (cont.)

**No Change:**

- Job is correctly assigned to the proper level
- Higher-level responsibility has not been established
- Duties remain the same but may include additional duties at the same level (volume)

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## Job Reviews

Recommendation/Determination (cont.)

**Within-Level Increase** (recommended by HR Rep/determined by Compensation):

- Typically the result of a job review in which higher-level duties and responsibilities are added to a position (as listed on JRW) but are not sufficient to take the job to the next level (e.g., assuming higher-level responsibilities from another job)
- Requires documentation (JRW and Request for Job Review Packet) regarding the nature of additional duties and competencies required




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## Job Reviews

Recommendation/Determination (cont.)

**Upgrade:**

- Typically, occurs when higher-level duties, responsibilities, and competencies are added to a position (as listed on the JRW)
- Combination of new and current higher-level duties and responsibilities results in the majority of the position being performed at a higher competencies level than required by the current Job Profile
- Requires documentation (JRW and Request for Job Review Packet) of the nature of additional duties and competencies required




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## Job Reviews

### Recommendation/Determination (cont.)

**Downgrade:**

- Typically, occurs when higher-level duties, responsibilities, and competencies are removed from a position (as listed on JRW) including removal of management responsibilities
- Removal of current higher-level duties, responsibilities, and competencies result in the majority of the position being performed at a lower competencies level than required by the current Job Profile
- Requires documentation (JRW and Request for Job Review Packet) showing a decrease in duties and responsibilities, as well as the competencies required
- Employee Relations should be consulted in situations where a downgrade is recommended


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## Salary Analysis & Guidelines

### Salary Bands

- Each level within a job profile is matched to a salary band, based on *market data* from both educational and industry surveys
- Salary bands are ranges (A-P) associated with a specific job title and level
- Salary bands are wider in nature; however, the bands overlap
- Each salary band has a range that contains a minimum, midpoint and maximum

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## Salary Analysis & Guidelines

**Staff Salary Bands**  
Effective July 1, 2015

Salary Band	Minimum	Midpoint	Maximum
F	\$26,436	\$39,660	\$52,872
G	\$29,136	\$44,412	\$59,712
H	\$33,192	\$50,616	\$68,040

**PIR: Position in the Range**

- Example: Accountant Level 1 is in G Salary Band
- Salary of \$36,840 is at 25% PIR
- 50% PIR is typically market

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## Salary Analysis & Guidelines

### Salary Guidelines

- **Upgrade/Downgrade**
  - 0% up to 8% per band for a level increase
  - Typically, no reduction for a downgrade (if through no fault of the employee)
- **Within-Level increase**
  - 1% to 4% increase may be given
- A level increase **OR** within-level increase can be given only once in a 12-month period – not both in a 12-month period (while sitting in the same position)
- Exceptions must be approved by Compensation


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## Salary Analysis & Guidelines

### Salary Offers


- Education & relative experience
- External considerations
- Internal considerations
- Budget

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## Resources

- HR Rep  
Will consult with Compensation staff (if needed)
- Compensation Website  
<http://ohr.psu.edu/recruitment-and-compensation>

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# Resources: Compensation Website

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Background Checks & Compliance Salary Bands Job Profiles FAQs

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# Thank You!

## Questions?

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## Evaluation

**An evaluation will be sent to you by email today. Please be sure to complete it for today's session when it arrives.**

**Thank you for attending!**