

***CLASSIFICATION***

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## CLASSIFICATION

## 3.1

### Job Organization Structure

The job organization structure consists of:

**7 Occupational Families** – a broad grouping of jobs that share similar vocational characteristics.

**57 Career Groups** – a sub-group of an Occupational Family. A Career Group identifies a specific occupational field common to the labor market.

**Approximately 300 Roles** – a broad group of occupationally related positions that represent different levels of work or career progression.

**Functional/Working Title** – a specific title used by an agency to describe a specific position.

### THE JOB EVALUATION SYSTEM USED BY THE COMMONWEALTH TO CLASSIFY POSITIONS

### 3.1.1

Positions are evaluated (rated) for classification purposes based on the information submitted on the Radford University *Employee Work Profile (EWP)*. (EWP form available at <http://www.radford.edu/~pers-web/forms.htm>). A representative from the Human Resources Office may also conduct interviews or perform on-site audits in order to clarify information submitted on the EWP or to gather additional relevant data to determine the appropriate role.

The evaluation system used by the Commonwealth of Virginia is a whole job or non-quantitative system called “job classification”. This classification method defines a number of **Occupational Families**, establishes **Career Groups**, and then identifies which broad **Role** within the appropriate Career Group to place positions. There are Career Group Descriptions (standards) for each Occupational Family which establishes the basic Role Descriptions for each grouping for comparison purposes. Three compensable factors are used in comparing the content of jobs for evaluation purposes. These factors include:

- Complexity of Work
- Results
- Accountability

Positions are grouped in “step less” **Pay Bands** based on the above factors. There are nine (9) Pay Bands, each with a minimum and maximum salary.

Complete details of the Commonwealth’s Compensation Reform Program can be found on the Department of Human Resources Management website at:

[www.dhrm.state.va.us/compreform/comp.htm](http://www.dhrm.state.va.us/compreform/comp.htm).

## PERFORMANCE MANAGEMENT

### 3.1.2

The Commonwealth's compensation philosophy is to pay employees in a manner sufficient to support and develop a high performance workforce that provides quality services in a fiscally responsible manner to the citizens of Virginia. The performance management program used in the Compensation Management System links employee performance to pay. Employees are evaluated on an annual basis and are rated according to their performance during that performance cycle. The performance management program is designed to insure that increases approved by the Governor and the General Assembly are appropriately distributed based on the employee's performance rating.

## ESTABLISHING A POSITION

### 3.1.3

Before a position can be established an Employee Work Profile must be completed and an organizational chart developed. Based on the information submitted on these documents to the Human Resources Office, an appropriate classification will be determined.

### **Procedure:**

The department completes a PR23, Personnel Action Authorization and attaches the Employee Work Profile and the organizational chart. These forms are available at:

<http://www.radford.edu/~pers-web/forms.htm>.

Obtain the appropriate signatures on the PR23 and forward the completed forms to the Human Resources Office (Box 6889).

Human Resources will designate the appropriate classification, position number, and role code. A copy of the finalized PR23 will then be forwarded to the Budget Office and the initiating department.

## Role Change and In-Band Adjustment

### 3.1.4

A *role change* may occur when there has been a significant change in job duties and responsibilities. A role change may be **upward** (involving movement to a different role in a higher pay band), **downward** (involving movement to a different role in a lower pay band), or **lateral** (involving movement to a different role in the same pay band).

**Procedure:**

To request a review of a position for a possible role change, the department head submits for approval a PR23, Personnel Action Authorization, with a copy of a new [Employee Work Profile](#) for the position. If HR determines a role change is warranted, the department/supervisor will be notified by HR.

If the department determines a salary adjustment is necessary, the department head or his/her designee submits a [PR40, Personnel Action](#) form, to the vice president for review and approval. The personnel action request will be forwarded for review to the University's Compensation Committee by the vice president prior to his/her granting approval. The committee will provide their comments to the vice president for his/her consideration in determining final approval. If approved, the vice president will forward the PR 40 to HR to initiate the pay action by the payroll deadline.

If no pay adjustments are warranted, the transfer of an employee to a new role may also be communicated using the [PR40](#).

An *in-band adjustment* does not involve a change in role title but requires documentation that ties the request to one of the following reasons: 1) a change in duties, 2) application of new knowledge/skills/abilities from education, certification, licensure, etc., 3) retention, or 4) internal alignment. All relevant pay factors must also be addressed. The range of increase for an in-band adjustment is 0% - 10% and total increases cannot exceed 10% within a fiscal year.

**Procedure:**

If the department determines an in-band adjustment is warranted, the department head or his/her designee must submit a [PR40, Personnel Action](#), addressing all relevant pay factors, to the vice president for review and approval. The personnel action request will be forwarded for review to the University's Compensation Committee by the vice president prior to his/her granting approval. The committee will provide their comments to the vice president for his/her consideration in determining final approval. If approved the vice president will forward the PR40 to HR to initiate the pay action by the payroll deadline.

## Knowledge, Skills, and Ability (KSA) Examples

### 3.1.5

The following example statements for knowledge, skills, and abilities may be useful when completing the **Employee Work Profile**:

### KNOWLEDGE

**Knowledge** – A body of information applied directly to the performance of a task or duty identified on the employee work profile. Generally obtained through on-the-job experience. These may be expressed in degrees, such as some, working, considerable, comprehensive, etc.

*Knowledge of:*

- policy, procedure, regulations/compliance requirements
- counseling in a specific area.
- principles of supervision/management
- computer software/hardware
- methods/equipment/supplies
- safety practices
- principles/practices of specialty areas
- programs
- assigned products/services
- scientific principles/theories/applications
- procurement practices (specialty equipment)
- presentation skills
- contractual agreements
- operational policies/procedure of educational institutions/state government
- investigative techniques
- troubleshooting techniques (as related to operations and equipment)
- budget administration
- diagnostic procedures

### SKILLS

**Skill** – Generally related to a physical motion or manual dexterity. These may be expressed in degrees, such as working, considerable, etc.

- to operate equipment (specific to position)
- repair, maintain, modify, install
- interpersonal relations
- keyboarding
- dictation (specify machine, shorthand, speed writing)
- demonstrate (i.e. operation of equipment)
- operate motor vehicle

## **ABILITY**

**Ability** – Generally a mental activity where only results can be observed. These may be expressed in degrees, such as simple, complex, etc.

### **Ability to...**

- plan/forecast (i.e. goals, objectives)
- manage budgets
- supervise/manage/lead/coordinate (use for lead workers to managers of multiple assignments)
- develop/administer budgets
- deal with diverse public/individuals (can specifically identify)
- organize
- communicate effectively
- compose documents/letters/reports
- follow work/safety instructions
- give instructions
- read/write (specific examples, i.e. performance evaluations)
- handle mathematical calculations (basic to simple)
- comprehend/interpret documents (i.e. budgets, blueprints)
- keep records/reports
- establish/maintain files
- train other employees
- resolve problems
- prepare/develop policies/procedures/plans
- analyze (i.e. reports, equipment, problems, statistics)
- collect and analyze data
- implement/coordinate programs
- develop work schedules
- counsel
- work independently
- meet deadlines
- work with high volumes
- methods/techniques in design/installation/operation of technical services
- identify equipment problems
- exhibit diplomacy
- apply logic
- develop plan of corrective action
- work with detail
- conduct needs assessment
- perform research (written documents/material)
- manage/implement/coordinate programs
- observe behaviors
- interview/elicit information
- record/compile data
- participate as a team member
- assess/evaluate

- serve as a representative
- work with little/limited supervision
- provide determinations/recommendations
- apply practices/policies/procedures/guidelines/directives
- evaluate program directives
- interpret/apply legislative requirements
- monitor equipment (instrumentation)
- make decisions
- develop/maintain effective working relationships
- provide leadership
- exercise judgment/discretion
- resolve conflict
- develop programs/plans/supportive materials
- advise
- enunciate clearly and at a specific volume
- maintain confidentiality
- think/respond in emergency situations
- negotiate/arbitrate
- conceptualize
- proofread/edit

## **INSTRUCTIONS TO SUPERVISORS FOR REVIEWING/ REVISING EMPLOYEE WORK PROFILES FOR COMPLIANCE WITH ADA** **3.1.6**

- A. Review/revise the current Employee Work Profile (EWP)
1. Review the core responsibilities on the current EWP. When reviewing each core responsibility, ask yourself “Does the current or prior employee actually perform this function?” If yes, list the core responsibility in the EWP. If no, remove the core responsibility.
  2. Review how the core responsibilities are stated. Focus on the **purpose** of the function and the **result** needed rather than the manner in which the function is currently being performed.

For example, if you have a position of Storekeeper with a core responsibility identified as:

Lifting and carrying heavy packages from the loading dock to the storage area.

There are other means by which the heavy packages could get from the loading dock to the storage area. A better way to state this particular responsibility would be:

Move heavy packages from the loading dock to the storage area.

B. Identifying Essential and Marginal Functions

This designation is no longer required on the Employee Work Profile. All listed core responsibilities are considered to be essential, unless noted as marginal.

C. Disclaimer Statement

“These duties may be modified as necessary for business purposes” should be added as a disclaimer statement to all employee work profiles.

D. Analysis of Position Requirements Worksheets

Please identify what physical, environmental, and cognitive needs are required of the employee based on the core responsibilities of the position. Also, consider the work environment for the employee and identify any unusual conditions that may exist.

Please complete the [Position Requirements Worksheet](#) for physical requirements, physical/environmental conditions, and mental/cognitive requirements pertaining to each position

**Attach this worksheet to all Employee Work Profiles**

E. Knowledge, Skills and Abilities

Please identify what knowledge, skills, and abilities (KSA's) are necessary to perform the core responsibilities for the position. Be sure to accurately note these KSA's on the Employee Work Profile.