

Introduction

This Executive Summary outlines the job evaluation tools and processes, as well as the compensation predictive models and salary administration procedures utilized by the University. This document will be distributed to Vice Presidents in the event that a new hire or promotion salary analysis is being performed for the respective division. Additionally, this summary will be sent when job descriptions are received by Human Resources for evaluation.

Job Evaluation Procedures

Hay Evaluation Measures

The Hay tool of job evaluation measures each job based on three elements that are common to all jobs.

Know-How – is the sum total of every kind of skill, however acquired, necessary for acceptable job performance.

Problem Solving – measures the mental effort and intensity required for making conclusions and is measured as a percentage of Know-How to reflect the complex levels of problem solving challenges where a certain level of knowledge is required.

Accountability – measures the level of end results expected from a position.

Clerical/Service Evaluation Measures

The Clerical/Service tool of job evaluation measures each job based on nine factors. Within each factor, varying levels of complexity are evaluated. Additionally, the tool applies a base, standard or high intensity level within each level of complexity.

Knowledge Required – considers the nature and extent of information which must be understood and utilized to perform the job.

Complexity – indicates what is required of the job holder in order to understand an assignment, apply principles, and exercise judgment.

Latitude (Personal Supervision) – describes the direct interaction of the supervisor with the job holder and the output produced.

Latitude (Systemic Supervision) – describes the supervision provided by the work itself.

Overall Effect – measures both the “who” and “what” that is facilitated, serviced or accomplished by job output.

Contacts – measures the interaction with co-workers, University staff and faculty, and the general public.

Physical Demands – include measuring the physical requirements of the work, being the frequency and intensity of physical exertion.

Work Environment – measures the risks involved with the work and the surrounding in which the work is done.

Responsibility for Confidential Data – evaluates the requirements for working with, compiling, creating, utilizing and safeguarding confidential material.

Job Evaluation Considerations

A common misconception occurs concerning increased volumes of work equating to a higher level of total job points. The knowledge required measurements used in both the Hay and Clerical/Service tools do not evaluate volume of work but rather levels of specialized knowledge required for each particular job function.

Salary Administration Procedures

Salary Analyses

Administrative/Professional Positions – Administrative/Professional regression models predict annual salaries based on criteria such as outside work experience, education level, average performance rating of current University administrative/professional employees, job points, market presence, and division. The Human Resources Office updates the regression models regularly to include current data for these employees.

Clerical Positions – Clerical regression models predict annual salaries based on criterion such as outside work experience, years at Southeast, years in job class, and education level. The Human Resources Office updates the regression models regularly to include current data for these employees.

Technical Positions – Technical regression models predict annual salaries based on criterion such as outside work experience, average performance rating of current University technical employees, pay range, market presence, education level and division. The Human Resources Office updates the regression models regularly to include current data for these employees.

Inflation Impact – Each year during the salary increase phase, Human Resources will adjust pay ranges to reflect annual changes in the consumer price index. As such, Human Resources will also review any salaries that may fall below the newly developed salary range minimums and recommend adjustments.

Promotional Models – Promotion regression models are utilized to predict salaries for employees who are moving into a position that is either in a higher pay range (clerical and technical positions) or possessing job points that are at least 15% greater than the points of the position being vacated. (administrative and professional positions) Promotional models for administrative and professional positions analyze historical promotion data for average percentage increase in job points, average percent increase in salary at time of promotion, and the average ratio between salary and job points. Promotional models for clerical and technical positions are regression analyses based on years of service at Southeast, years service in the previous job class code, and the number of pay range moves.

Finally, the Human Resources Office may conduct market comparisons if appropriate. The Colleges and Universities Personnel Association (CUPA) Salary Surveys are typically used to obtain benchmark information for administrative and professional positions. Coaching positions are not evaluated and, as a result, are determined by reviewing internal salary structures within Athletics and market information. Very few clerical and service positions have market comparisons. The Missouri Works website, as well as the U.S. Department of Labor website, does offer some benchmark information for clerical and service positions. However, in general, market information is typically not obtained for these positions.

Approval Process for Salaries

Human Resources will perform all salary analyses and make recommendations to the respective Vice President. If the recommended salary is greater than the salary range midpoint OR 10% increase in relation to the current salary, the President must approve the recommended salary. Once the Vice President and President have approved the recommended salaries, Human Resources will communicate the approved salary to the college dean and/or department head, whichever is applicable. Human Resources will alert the department that final approval to hire must still be obtained.

If a new hire salary recommendation is being approved, NO communication should take place with the prospective hire about salary until all approvals are obtained. (Provost, Vice President, President, Dean/Department Head) Additionally, promotional salaries SHOULD NOT be communicated to current employees until all approvals are obtained. (Provost, Vice President, President, Dean/Department Head)

Job Title Designation

Appropriate job titles are determined by the Director of Human Resources.

References: Hay Guide Chart Evaluation Tool and Clerical/Service Job Evaluation Tool