

Job Title and Compensation

Pilot Project

Student Services Job Family

Human Resources

Spring 2010

What is the Job Title and Compensation Pilot Project?

A review of Student Services jobs for internal relative relationships and pay structure



What is the Goal of the Pilot Project?



An improved job title and pay structure to enhance the recruitment and retention of administrative and professional staff in Student Services jobs

Why the Pilot Project?

Student Services
are identified in our
strategic plan
as critical for student
recruitment and retention

Mission Critical at UMKC: the Student Services Job Family



- encompasses professional and managerial jobs principally focused on students' out-of-the-classroom learning by providing social, cultural, and educational opportunities.

Who is Affected?

The Job Title and Compensation Pilot Project affects specific staff titles in the Student Services job family. Many of these are located in the Divisions of Student Affairs and Intercollegiate Athletics, and include:

- Academic Advisor
- Assistant Director – Athletics
- Student Services Coordinator
- Counseling Psychologist
- Financial Aid Advisor
- Student Affairs Representative



Student Services Job Family



What Will Happen to These Titles?

- Titles will be evaluated
- Titles may change or stay the same

What Will NOT Happen to These Titles?

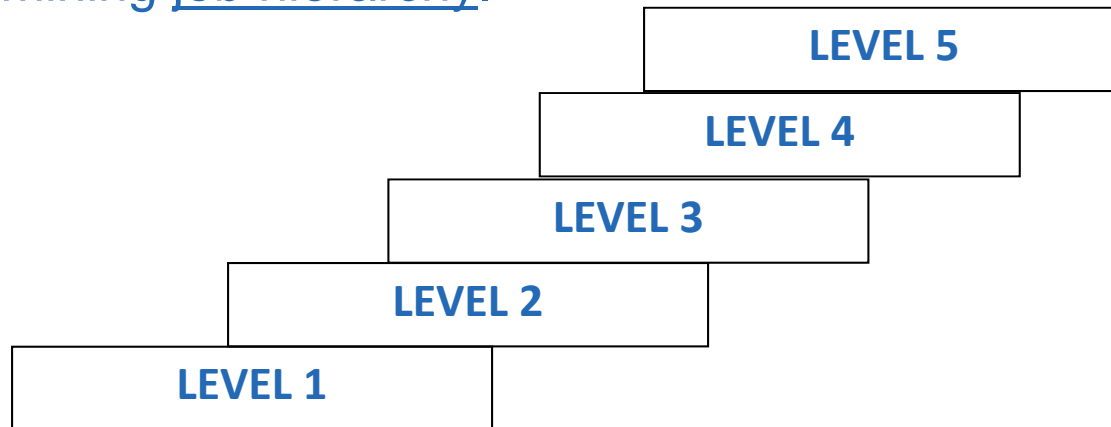
- Employees will not lose pay
- Job duties will not change
- Organizational structure will not change
- No elimination of positions or layoffs
- Employee performance will not be evaluated

What Do We Look At When Evaluating a Job?



- Global Grading System job evaluation methodology

The Global Grading System establishes true distinctions in --and among-- jobs within a job family. It is a job evaluation tool for determining job hierarchy.



What Do We Look At When Evaluating a Job?



- Global Grading System job evaluation methodology

The determination is based on 3 characteristics:

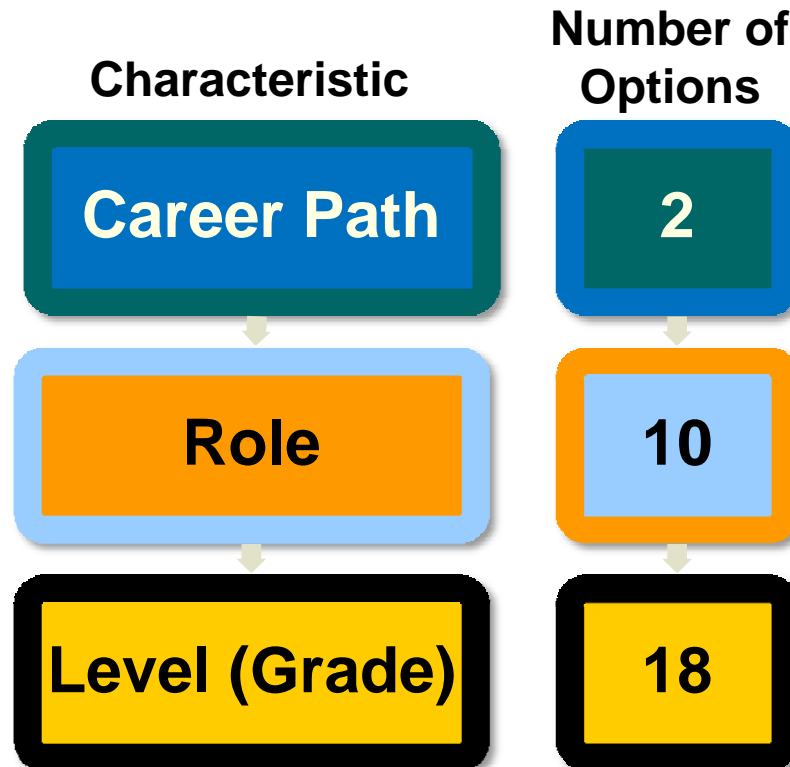
- 1. Required knowledge, skills and abilities**
- 2. Complexity of the assigned work**
- 3. Scope and impact of the position**

What Do We Look At When Evaluating a Job?



Career Path and Role Determination

Jobs are mapped with respect to career path, role, and level:



Career Path Determination



First, the career path of the work is determined:

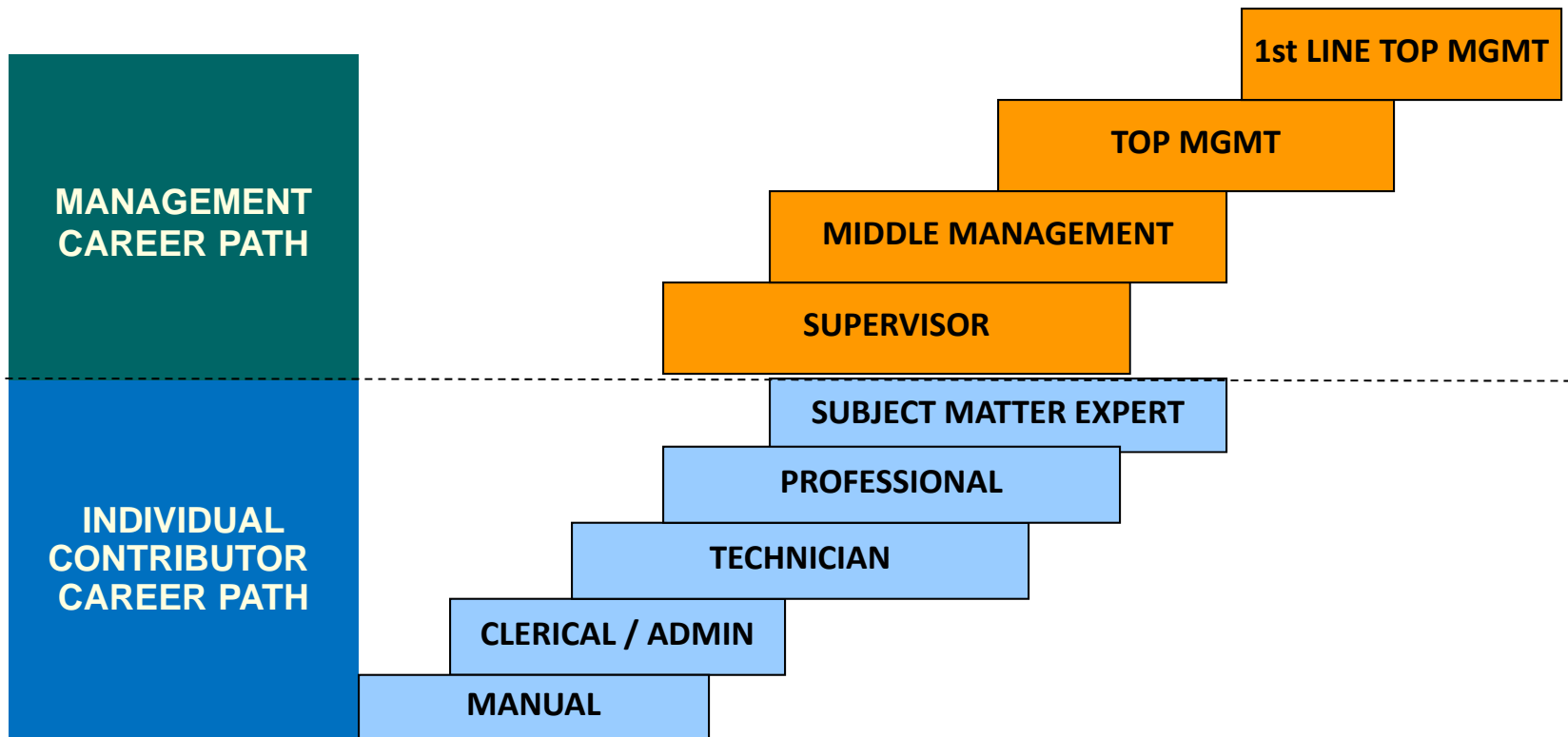
**MANAGEMENT
CAREER PATH**

**INDIVIDUAL CONTRIBUTOR
CAREER PATH**

Role Determination



Next, the role of the job is determined



Level Determination



Specific job factors are assessed to determine the **level** of the job within each **role**:

Functional knowledge

Business expertise

Leadership

Problem solving

Nature of impact

Area of impact

Interpersonal skills

- **Knowledge** required to perform the work
- **Expertise** in the job, the related areas affecting the job, and areas which the job affects
- **Leadership** required in the job
- **Independence** with which the job operates
- **Influence** of the job on other entities within the department, division and campus
- The **job impact** – both the type of impact and the scope of impact on the work team, department, division and campus
- **Interpersonal and communication skills** required

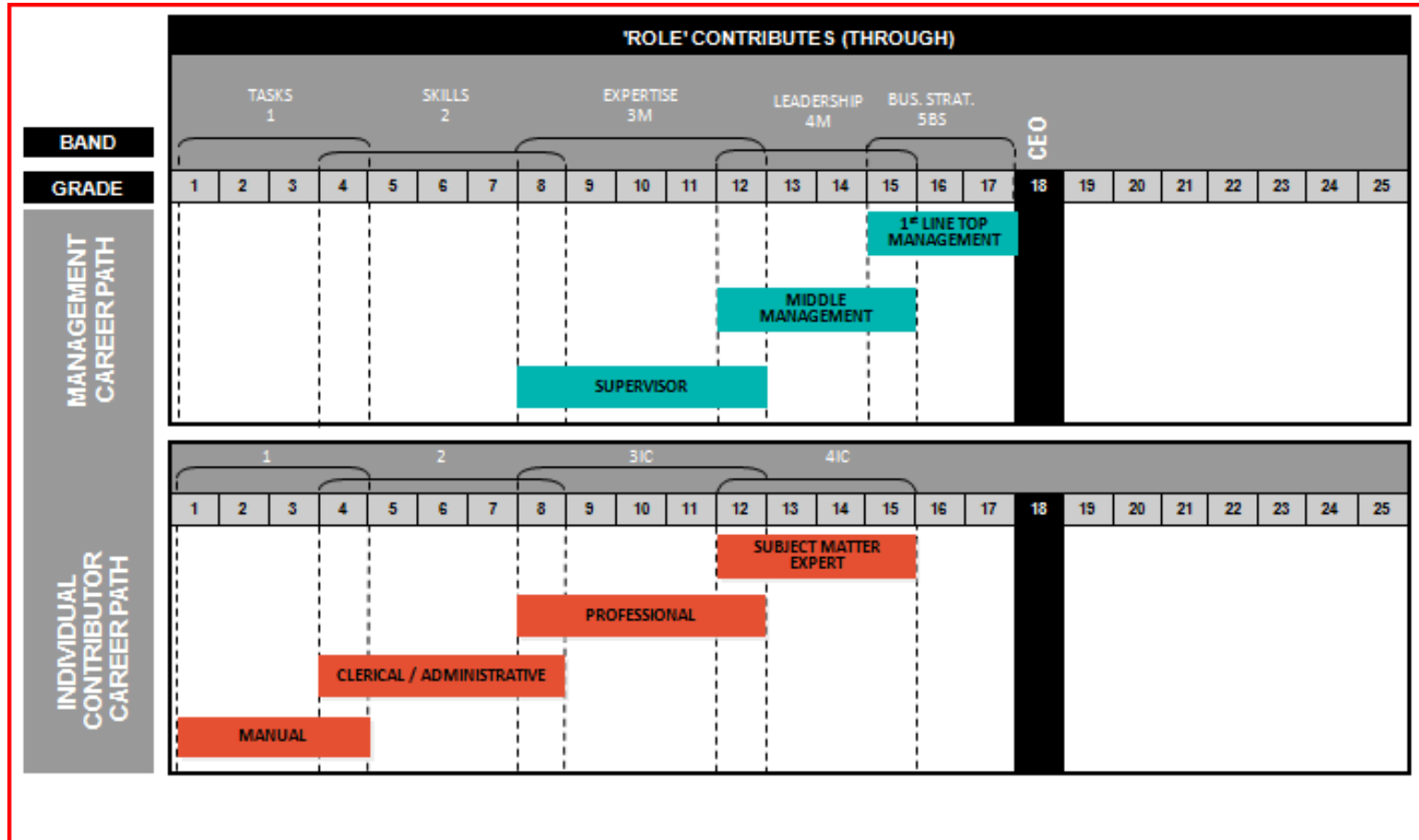
Factor Ranges



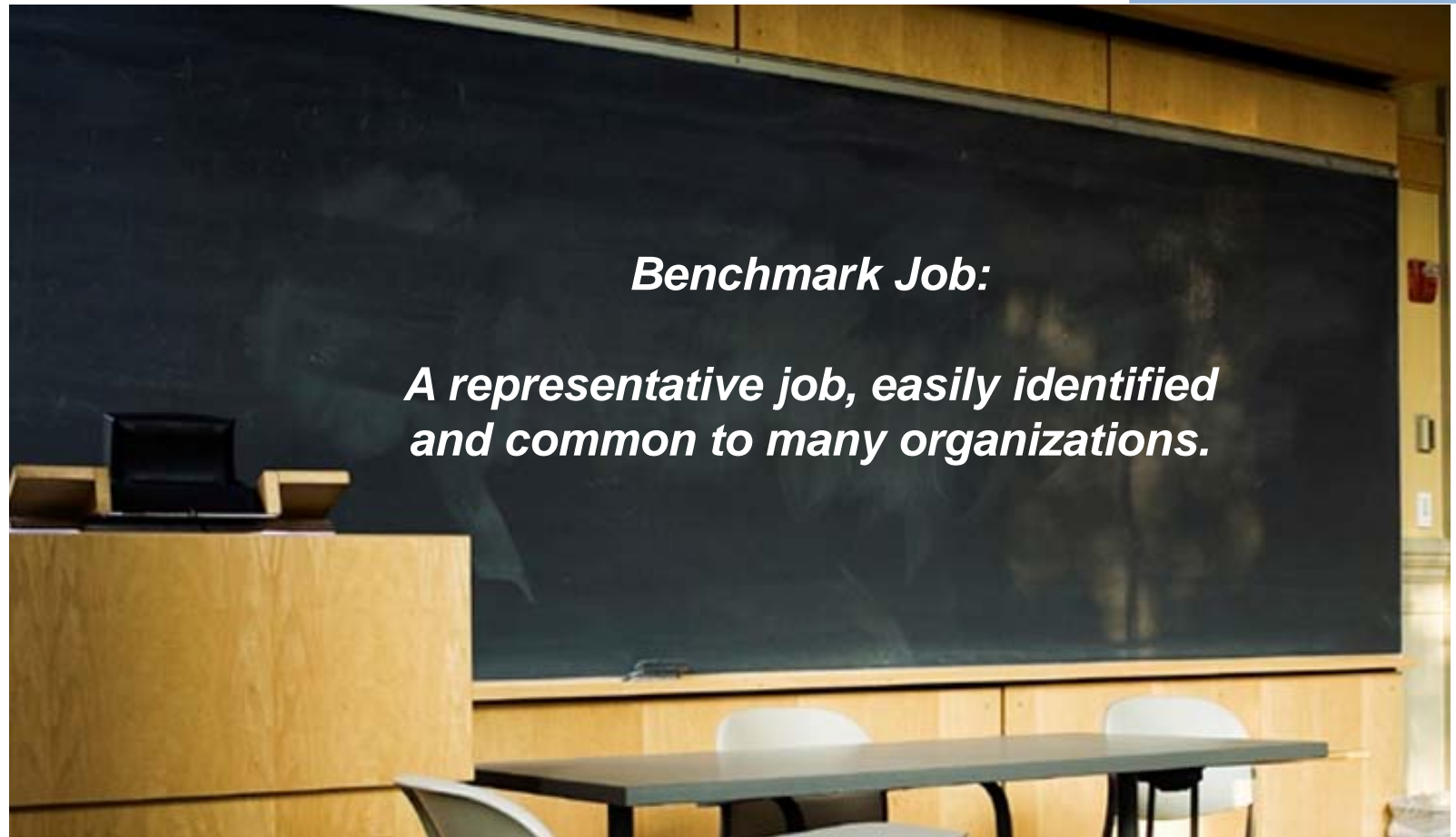
Evaluation Factor	From	To
Functional Knowledge	Knowledge of own job	Knowledge of multiple functions (HR, Business Services, Facilities)
Expertise	Within own job	Department / Division / Campus
Leadership	On the job training & support	Responsible for multiple teams, diverse activities
Problem Solving	Defined procedures, straightforward situations	Complex judgment and analytical thought
Nature of Impact	Small, direct, tasks; accuracy important	Significant resources, policy, planning
Area of Impact	Primarily on own job	Department / Division / Campus
Interpersonal Skills	Tact and courtesy	High level internal and external negotiations

Grade Determination

The level of the job within each role is the *grade* to which the job is assigned



Benchmark Jobs

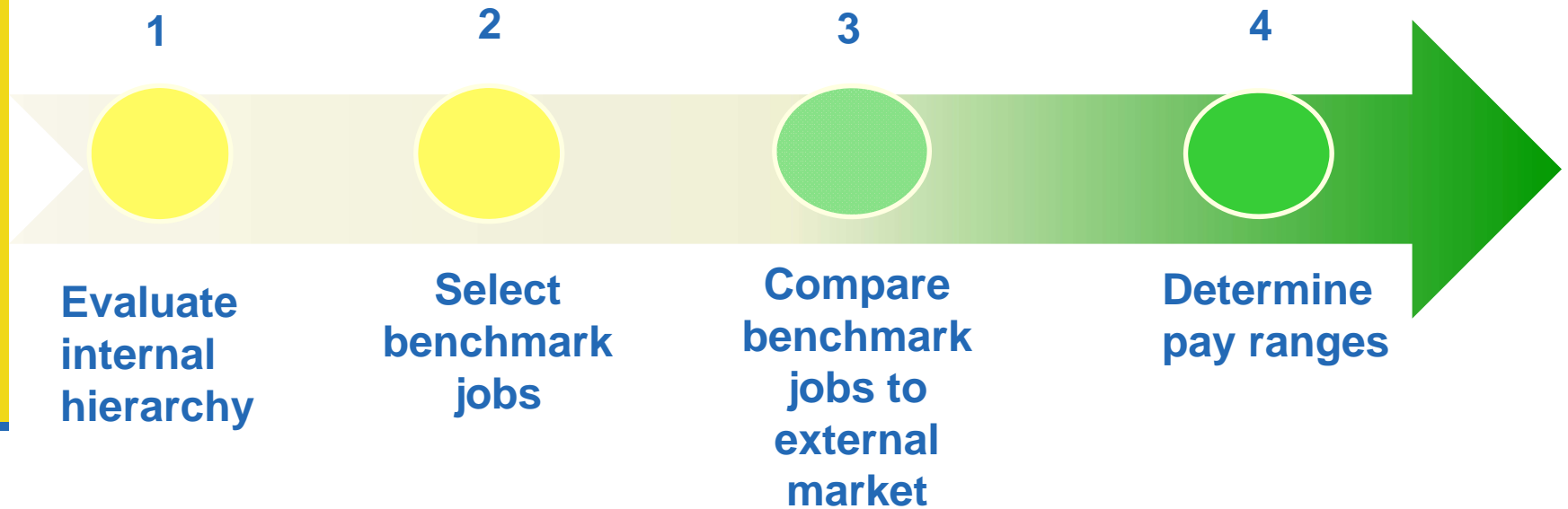


Benchmark Job:

***A representative job, easily identified
and common to many organizations.***

From Grade to Pay

Improving UMKC's Compensation Plan



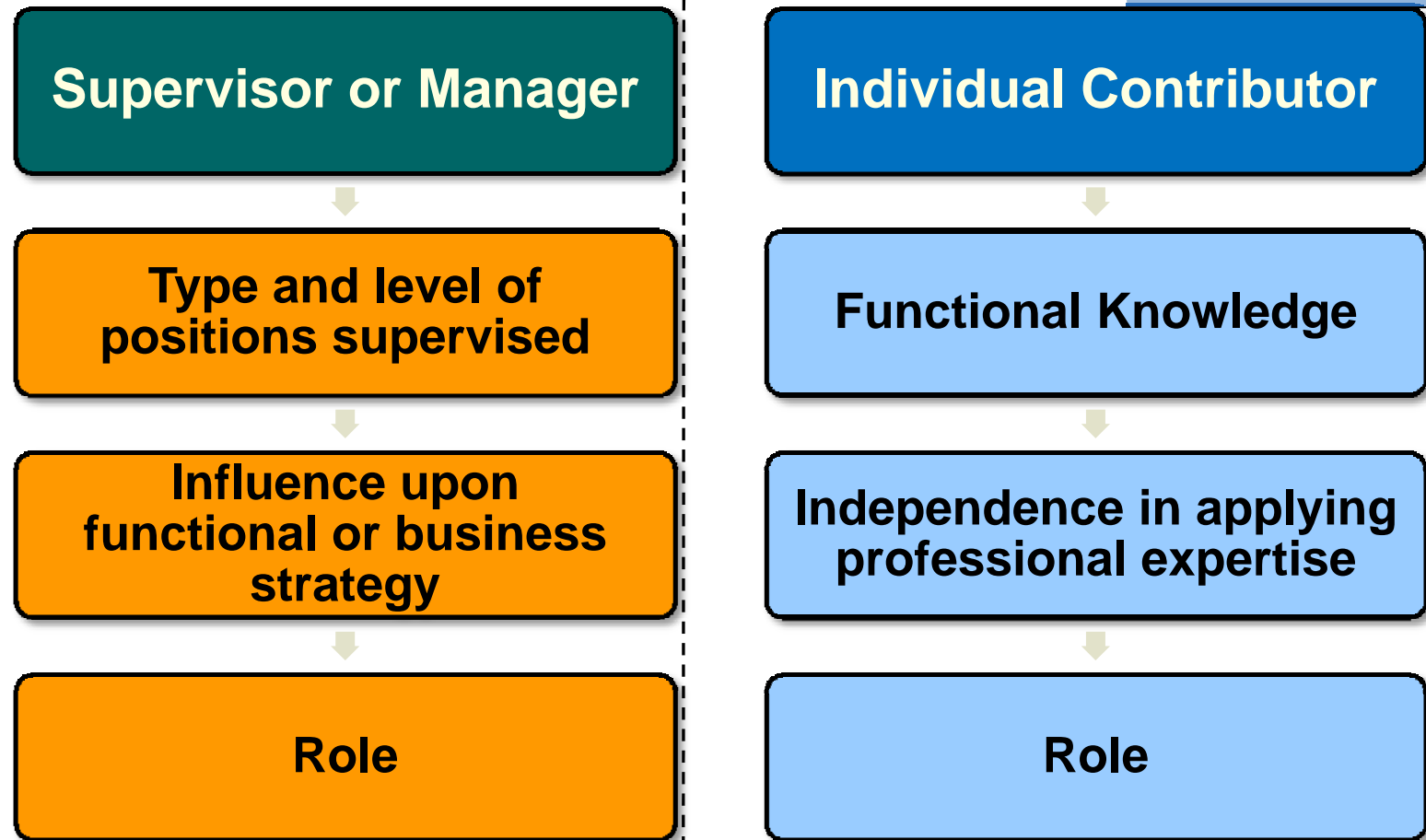
From Title...to Grade...to Pay

A Case Study

#	TITLE	GRADE?
1	HUMAN RESOURCES ASSISTANT	1
2	HUMAN RESOURCES ASSOCIATE	1
3	HUMAN RESOURCES COORDINATOR	2
4	SENIOR HUMAN RESOURCES COORDINATOR	2
5	HUMAN RESOURCES SPECIALIST	3
6	SENIOR HUMAN RESOURCES SPECIALIST	3
7	HUMAN RESOURCES MANAGER	4
8	ASSISTANT DIRECTOR HUMAN RESOURCES	4
9	DIRECTOR HUMAN RESOURCE SERVICES	5

Career Path and Role Determination

A Case Study



Role to Title Consolidation

A Case Study

Title consolidation based on true role distinctions

TITLE	ROLE	NEW TITLE
HUMAN RESOURCE ASST	Clerical Admin	<i>HR Associate</i>
HUMAN RESOURCE ASSOCIATE		
HUMAN RESOURCES COOR	Technical	<i>HR Coordinator</i>
SR. HUMAN RESOURCE COORD.		
HUMAN RESOURCE SPECIALIST	Professional	<i>HR Generalist</i>
SR. HUMAN RESOURCE SPECIALIST		
HUMAN RESOURCES MANAGER	Manager	<i>HR Manager</i>
ASSISTANT DIRECTOR HR SERVICES		
DIRECTOR HR SERVICES	Manager	<i>HR Director</i>

The same number of employees, the same work; titles may or may not change.

Internal Hierarchy

A Case Study

The title consolidation, role determination and grade level evaluation resulted in this internal hierarchy:

Grade	6	8	10	12	14
	Roles				
HR Director					Management
HR Manager				Management	
HR Generalist			Professional		
HR Coordinator		Technical			
HR Associate	Clerical				

Job Title and Compensation Pilot Project



Frequently Asked Questions

Frequently Asked Questions

Will my pay be affected by the pilot project?

No one's pay will decrease as a result of the pilot project.



Frequently Asked Questions

Will my performance evaluation be affected?

No. The Job Title and Compensation Pilot Project is about *the work*, not the worker.

Performance evaluation is about an employee's individual performance and is not a part of the pilot project.



Frequently Asked Questions



Will this affect my ability to advance in my career?

A career path for advancement may be clearer as a result of the pilot project.

Frequently Asked Questions

Why is HR conducting this pilot project under the current budget constraints?

The University is planning for the future, and the Student Services positions are mission critical.



While titles have been reviewed on an ad hoc basis, a comprehensive job evaluation review has not been conducted since 1972.

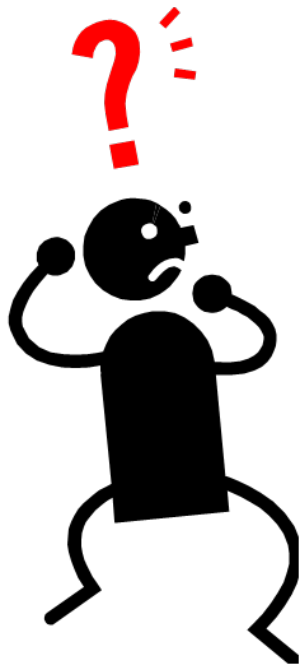
Frequently Asked Questions

*Will my title
change?*



Your title could change.

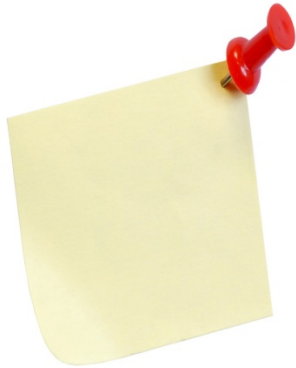
Frequently Asked Questions



When will this Pilot Project take place?

The project began in February 2010, and will run through Summer 2010

Key Points to Remember



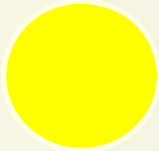
- Titles will be evaluated
- Title could change or stay the same
- Pay ranges will be assessed
- Employees will not lose pay
- Job duties will not change
- Organizational structure will not change
- No elimination of positions or layoffs
- Employee performance will not be evaluated

Project Timeline

Current project status



Phase 1



Reviewing the existing Student Services job titles and establishing appropriate hierarchy.

Phase 2



Developing the compensation architecture and market pricing of the jobs within that hierarchy

Phase 3



Implementing the new structure

Future Steps



Communication of findings

- Web page
- Employee meeting
- Supervisor/manager communication with staff



HR Website – Compensation

Your “Go-To” Site for Information

The screenshot displays the UMKC HR website interface. At the top left is the UMKC logo. To the right are links for 'UMKC', 'Faculty/Staff', and 'Students', along with a search bar containing the text 'search' and a 'go' button. Below this is a navigation menu with links: 'About UMKC', 'Academics', 'Admissions', 'Athletics', 'A-Z Index', 'Calendar', 'Careers', 'Invest in UMKC', 'Libraries', 'myUMKC', and 'Research'. The main header area features the text 'UNIVERSITY OF MISSOURI-KANSAS CITY' and a large dark blue banner with 'Human Resources' in white. On the left side, there is a vertical menu with 'Human Resources Home' and 'About Us' at the top, followed by 'SERVICE AREAS' in red. Under 'SERVICE AREAS', 'Benefits' is listed, and 'Compensation' is circled in red. Other items in the menu include 'Employee Relations', 'Payroll', 'Records', 'Recruitment', and 'Training and Development'. Below this is 'QUICK LINKS' in red, with links for 'Career Opportunities', 'HR Facilitators by Department', 'How Do I?', 'HR Forms', 'myHR', and 'Policies & Procedures'. In the center, there is an image of three business professionals in a meeting around a table with a laptop. Below the image, the word 'Compensation' is circled in red. To the right of the image, there is a 'Compensation Contact' section for Jane Allen, Senior Human Resources Specialist, with her email 'allenja@umkc.edu' and phone number '816-235-6670'. Below this is a 'How Do I ...' section with links for 'Change the Standard Hours for an Existing Position?', 'Create a New Academic Position?', 'Find my Job Description?', 'Request Reclassification of an Administrative Position?', and 'Related Links' with a link for 'Payroll Calendars'.

UMKC Faculty/Staff Students
search go

About UMKC | Academics | Admissions | Athletics | A-Z Index | Calendar | Careers | Invest in UMKC | Libraries | myUMKC | Research

UNIVERSITY OF MISSOURI-KANSAS CITY

Human Resources

Human Resources Home
About Us

SERVICE AREAS

- Benefits
- Compensation**
- Employee Relations
- Payroll
- Records
- Recruitment
- Training and Development

QUICK LINKS

- Career Opportunities
- HR Facilitators by Department
- How Do I ?
- HR Forms
- myHR
- Policies & Procedures

Compensation

UMKC Human Resources is committed to attracting and retaining highly qualified faculty and staff. The UMKC compensation team exists to promote fair, equitable and competitive staff compensation policies, programs and practices that support management and the University's

Compensation Contact

Jane Allen
Senior Human Resources Specialist
allenja@umkc.edu
816-235-6670

How Do I ...

- [Change the Standard Hours for an Existing Position?](#)
- [Create a New Academic Position?](#)
- [Find my Job Description?](#)
- [Request Reclassification of an Administrative Position?](#)

Related Links

- [Payroll Calendars](#)

For More Information...

For specific questions about the Compensation Pilot Project at UMKC, you may contact:

Jill Reyes

Project Manager

Jane Allen

Project Team Member