



MANAGER CLASSIFICATION AND HIRING POLICY

West Chester University

I. PURPOSE:

The purpose of this policy is to establish program guidelines for setting the proper grade for newly created manager positions or existing manager positions which have evidenced growth or change over time.

II. DEFINITIONS:

- A. **Job Evaluation:** Job Evaluation is the means by which an organization determines the comparative level of expected contribution of a position in relation to other positions in the organization. The University uses the *Hay System* of Job Evaluation, which analyzes the resources required to perform the job, the challenges faced in the job, and the results produced by the job – in terms of their tactical or strategic significance to the organization. The basic factors under analysis are: know-how, problem-solving and impact/accountability. Scores for individual factors are converted cumulatively to establish a manager position grade. A job profiling formula (profile chart) enumerates the scoring logic.
- B. **Manager Evaluation Team (MET):** The MET is the local University group responsible for recommending to the President, manager position grades for new positions and those which have evidenced growth or change over time. The Team is comprised of the University's Vice Presidents, as well as representatives of the Offices of Human Resources and Social Equity.
- C. **Manager Grade:** The University uses a grade structure which ranges incrementally from 140 to 260. It begins with support staff (140-150) and operational professionals (160-180), to tactical (190-210) and strategic (220-260) leadership positions. The difference in minimum salaries between grades is approximately 14 to 15%.
- D. **Position Questionnaire:** The position questionnaire is a template for characterizing the nature of a position in specific detail. This form allows reviewers to gain a degree of understanding of the position necessary to make an accurate determination of the position's grade. Aside from describing the position, the questionnaire looks at the position's complexity, the types of errors that can occur in the job and

the likely consequences of those errors, as well as regular contacts associated with the typical work.

- E. **Promotion:** A promotion is an action taken when there is a change of an individual position from one grade to a higher grade. This occurs when the duties and responsibilities of a position become more complex (not just more of them). Such changes are typically gradual, but may also involve sudden assignment of additional duties as a result of a reorganization or reduction in force. If the change(s) is so significant that the current job description and manager level are no longer appropriate, a true promotion is in order. The range of pay increase for a promotion may be the entry minimum for the new pay range, or up to 15% of base salary.
- F. **In-Grade Pay Adjustment:** A manager position may increase in scope, but not significantly enough to move it to a higher manager level but still increase the value of the position. The scope of pay increase for an in-grade promotion may be 1 -10% of the manager's base salary. Requests for in-grade promotions should be first discussed by Vice Presidents with the President's Office and then requested through the Human Resources Office.
- G. **Transfers:** A transfer occurs when a manager moves from one position to another without affecting the manager level. No pay increase is provided for transfers.
- H. **Demotion:** A manager whose responsibilities are reduced sufficiently to result in a lower manager level of position requires a demotion. Demotion-related pay changes are discretionary, but may be in the 5 – 10% of base salary range depending on circumstances.

III. POLICY:

- A. **Goals of the Program:** The primary goals of the program are to attract, motivate and retain high quality employees by providing compensation levels which accurately reflects the relative value of positions through consistent application of a fair, timely and understandable job evaluation process.
- B. **Philosophy:** Manager position classification actions are grounded in principles of equity and fairness. This process is:
 - 1. Not intended to be simply a substitute reward system for periods when performance-based rewards are unavailable.
 - 2. Not intended to be a tool of convenience for avoiding competitive searches when vacancies arise. As a public University, competitive searches are a hallmark strategy for fulfilling our obligations to the public as well as achieving a more diverse workforce.

3. Not intended as a means of avoiding CBA obligations: The University recognizes its **obligation** associated with various collective bargaining agreements to avoid classification or hiring actions which might take positions out of bargaining units for reasons of convenience, rather than actual changes in character of those positions.

C. **Recruit or Reclassify?:** The University understands that challenges confronting the University may sometimes require imagination and sacrifice on the part of its hiring managers. Necessary budget reduction exercises may occasionally result in departmental reorganizations designed to reduce costs or make better use of finite resources. New University needs, retirements and other factors may also inspire changes in one or more positions.

1. Basic Determinations: As a **general rule**, positions which grow logically over time in terms of additional duties should be considered for reclassification/promotion. Similarly, positions which are assigned new duties within a short period of time, while retaining existing duties, should be reclassified or promoted, if more than half of the old job's duties are retained. Positions which undergo abrupt changes in responsibilities, which constitute more than 50% of the position's existing duties, should be considered for recruitment as a vacant position. Basic determinations on whether or not to recruit or submit a position to MET for reclassification/promotion consideration will be made by the Chief Human Resources Officer in consultation with the Director of Social Equity. The Division Vice President may appeal a determination by the Chief Human Resources Officer to the President or President's designee.
2. Internal vs. External Recruitments: The **general rule** is external recruitments should be conducted for vacant positions. Internal recruitments are recommended only when three (3) or more qualified applicants exist internally to make the search truly competitive. Moreover, consideration should also be given to the potential diversity of the pool. The Human Resources Office shall make that determination on requests for internal searches, in consultation with the Social Equity Office.
3. In-Grade Pay Adjustments Based On Expanded Job Duties: A position "grows" over time by increases in responsibility and complexity of work but does not rise to a higher manager position may be considered for an in-grade pay adjustment. Such requests should be directed to MET for review and recommendation.

D. **Waiver of Search Requirements Exception:** A search may be waived and the vacancy filled by a non-competitive appointment when compelling circumstances exist. This is a narrow exception. Such an

exception requires the approval of the President or President's Designee. Requests should be brought forth by the Division Head in the area where the vacancy exists. Requests should include sufficient written justification to support the request.

IV. PROCEDURES:

- A. **Manager Evaluation Team (MET) Meeting Protocols:** The Chief Human Resources Officer facilitates MET meetings. Meetings are scheduled as needed. The Vice President whose organization houses the position under review presents the background, justification and other relevant information to the Team for consideration. Position questionnaires are forwarded by the Vice President or designee to the Chief Human Resources Officer for distribution to the Team members prior to the meeting. The facilitator may invite non-MET members to an MET meeting to provide specific information on a position under review. Position questionnaires must be scored by each member of the Team prior to the meeting. Recommendations of the Team are forwarded to the President by the Chief Human Resources Officer. A simple majority of members present may carry a recommendation, but a quorum is required to hold a meeting resulting in a recommendation. A quorum is defined as 4 of the 5 Vice Presidents being present. Moreover, no action may be taken on a position rating if the Vice President for that area is not present at the meeting.
1. A Comparison of SUA and Managerial Work (Synopsis): A manager supervises SUA's. SUA's do not supervise SUA's. A manager has relatively broad discretion in making decisions, planning, implementing and evaluating initiatives. SUA's operate within narrower confines, providing services within a framework of rules, standards and criteria already established for a program area. The manager's focus is more on the impact of the initiative on the University organization. The SUA's focus is on the constituency served.
 2. Unit Clarification Petitions: In instances where a Division Head believes a bargaining unit position is no longer appropriate for inclusion in the bargaining unit due to the nature and character of the work being performed, the Division Head should consult with the Chief Human Resources Officer. The process for seeking unit clarification may be a joint filing with the PLRB by PASSHE and the affected union, or unilaterally by PASSHE. Caution should be exercised anytime bargaining unit and managerial work is being commingled.

B. Guidelines to Help University Managers Avoid Problems:

1. Interim Positions: Interim positions are temporary appointments and should not be permitted to endure for unnecessarily long periods of time. All individuals appointed to an interim position must meet the minimum qualification for the position. The logic of an interim appointment is that someone has to do critical work while recruitment is in progress. It is not an alternate way to fill a position permanently. As a rule, these short-term assignments should not be made for less than 1 month or more than 6 months, based on the time necessary to complete recruitment. Managers in interim appointments may compete for the position permanently as part of the recruitment process. Prior to appointment, Human Resources and Social Equity must be notified of all interim appointments. Interim appointments exceeding 6 months must be approved by the President or President's designee. Temporary pay increases associated with interim appointments may range from 5 - 10% of current base pay.