

APPENDIX B

**PSU/MTA UNIVERSITY OF MASSACHUSETTS AMHERST & BOSTON
CHAPTERS PSSAP MANUAL**

**POLICIES AND PROCEDURES FOR BARGAINING UNIT
POSITIONS**

The following policies apply to all professional staff members who are covered by the salary administration program on the Amherst and Boston campuses. Grant funded employees, with rare exceptions, are covered by the provisions of the Professional Staff Salary Administration Program. Employees who are primarily engaged in a particular field requiring unique and highly specialized skills and directly engaged in research activities, for which the major funding source is grants or contracts, will be exempted from the conditions of the professional staff salary administration program if such activities are of such a unique nature that recruitment and retention may be severely hampered by adherence to formal salary ranges. These policies provide definitive guidelines for determining appropriate compensation for each employee. (Faculty members and certain other classifications are excluded.) The University shall have the right to administer the Salary Administration Plan as outlined in the provisions of this Salary Administration handbook.

I. OBJECTIVES

- A. To attract, retain, motivate, and reward the highest caliber of personnel commensurate with our needs, goals, and financial resources.
- B. To provide for internal equity of salaries by:
 - 1. Reflecting the relationship between positions based on a combination of skill, effort, responsibility and working conditions.
 - 2. Maintaining consistency in the granting of increases where position level and performance are similar.
 - 3. Administering salaries in support of University affirmative action principles.
- C. To provide for external competitiveness by paying salaries that are equal to or more than average total compensation for comparable positions in the appropriate labor market.
- D. To provide specific practices to fairly and equitably compensate professional employees for work performed outside their official position description.
- E. To communicate salary policies and practices effectively to employees, in a manner that will allow them to understand their position level, salary and movement within the salary range for their present position.

II. APPLICATION AND DESCRIPTION OF THE SALARY ADMINISTRATION PROGRAM

A. Position Descriptions

Position descriptions provide an accurate and detailed description of the duties, responsibilities, skills, knowledge, and necessary experience associated with each position. They should, however, describe the duties in generic terms, but should not list every activity in which an employee engages.

A written description of each position is developed by the Department Head/Dean/Director, and revised regularly to ensure that it is current. All new or amended position descriptions must be approved by the appropriate Chancellor, Vice Chancellor or designee, hereinafter referred to as Administrative Officer, and the Manager of Total Compensation.

B. Position Evaluation

All positions are analyzed and evaluated by the Division of Human Resources personnel in accordance with the Position Evaluation System. Each position is evaluated in terms of specific elements and the extent to which each element is present in the position. The elements considered in evaluating professional positions are:

- * Basic Knowledge
- * Experience
- * Judgment and Initiative
- * Independent Action
- * Accountability
- * Inter-relationships
- * Manual Skills
- * Environmental Conditions
- * Physical Effort
- * Occupational Risks
- * Supervisory Responsibilities
- * Information Technology Skills

Positions may be audited by a compensation analyst from the Division of Human Resources to obtain complete and current information and to ensure accurate evaluation.

Using the results of the analysis and evaluation, the Manager of Total Compensation or designee assigns a position level and communicates this to the Department Head and Administrative Officer together with the appropriate salary range.

The Department Head should discuss with the Administrative Officer implementation of position level changes and the effective date for any salary adjustments.

(i) Analysis and Evaluation of New Positions

When a new position for a department has been approved by the appropriate Administrative Officer, evaluation should be requested by submitting a completed position description to the Manager of Total Compensation prior to initiating the search process.

A principal investigator should not write or accept a grant, contract or other sponsored activity under the auspices of the University which does not provide

for a minimum salary consistent with the Professional Staff Salary Administration Program.

(ii) Re-evaluation of Existing Positions

Periodic Review

Effective July 1, 2007, a bargaining unit member is entitled to request a periodic review once per position every three years; if the member is laterally transferred, promoted, or demoted during that time, the period begins anew. The review will be performed by Human Resources upon written request of the member.

Each position description is reviewed by the Department Head with the employee, to ensure that it is accurate and reflects the content of the position, the minimum qualifications and the working conditions. Use of the Position Description Worksheet is encouraged as part of the review process and, if used, should accompany the position description. If agreement is not reached on the position description, the employee must complete a Position Description Worksheet (Appendix #1) and submit it to the Manager of Total Compensation, together with the proposed position description, for analysis and evaluation. The results of this analysis and evaluation will be discussed with the Administrative Officer and subsequently communicated to the Department Head, whose responsibility it is to inform the employee of any change. Salary increases, normally between 6%-10% but not less than 6% for one grade level, 8%-12% but not less than 8% for two grade levels, 10%-14% but not less than 10% for three grade levels, granted as a result of a Periodic Review, will be made effective the first Sunday following receipt of the request by the Division of Human Resources.

If funds are not available in the current fiscal year budget, the funds required to implement any salary change will be included in the budget for the following fiscal year, with the same effective date. Grant-funded programs may be exempted only if it can be documented that sufficient funds are not available.

(iii) Position Classification Review

A non-periodic position re-evaluation will be considered only if significant changes in complexity of duties have taken place. It should be noted that changes in work volume, minor changes in work content, or changes in quality of employee performance will not result in a changed position level, and should not result in a request for a Position Classification review. A Request for Position Classification Review Form (Appendix #3) detailing the basis for such action should be forwarded by the Department Head/Dean or Director to the appropriate Administrative Officer for review. The form should then be signed and forwarded to the Manager of Total Compensation, with comments providing some insight into the extent of change and analogous situations existing within the executive area.

To facilitate the process and provide timely responses to Department Heads the following priorities are established by the Manager of Total Compensation:

- a. New or changed positions for which openings exist or changes due to major reorganizations are given first priority.
- b. Increased responsibilities: Positions for which the content has changed significantly and permanently, and there appear to be added responsibilities that could possibly change the position level, are given second priority.
- c. Content changes: Position descriptions in which the content has changed somewhat, and which have been submitted for informational purposes only, to ensure records are current.

Salary increases, normally between 6%-10% but not less than 6% for one grade level, 8%-12% but not less than 8% for two grade levels, 10%-14% but not less than 10% for three grade levels, granted as a result of a Position Classification Review, will be made effective the first Sunday following receipt of the request by the Department of Human Resources.

If funds are not available in the current fiscal year budget, the funds required to implement any salary change will be included in the budget for the following fiscal year, with the same effective date. Grant-funded programs may be exempted only if it can be documented that sufficient funds are not available.

III. APPEAL PROCEDURE

A staff member who wishes to appeal the results of a Periodic and/or Position Classification review should follow the procedure outlined below:

A. Staff member completes Section I of Appeal of Position Level form (Appendix #4) and forwards, with position description to Department Head. The HR-approved position description on which the review request was shall be the position description used for the purpose of the appeal procedure.

B. Within 10 working days of receipt, Department Head, in conjunction with the Dean/Director, completes Section II and forwards, with organizational chart and comments, to Manager of Total Compensation, providing copies to the Administrative Officer.

C. Within 20 working days of receipt, Division of Human Resources completes Section III of Appeal of Position Level form and returns it to Department Head with copies to staff member and Administrative Officer.

D. If staff member wishes to appeal action taken in Step C above, within 10 working days of receipt he or she completes Section IV and submits it to his or her union representative. Only the Union may initiate appeals to the Board by sending written notice of an Appeal to the Manager of Total Compensation. Such notice shall specify the employee appealing and the grounds on which they appeal.

E. Within 15 working days of receipt, the Manager of Total Compensation will schedule a hearing at which the appellant, Department Head/Dean/Director, and Manager of Total Compensation present their respective cases and answer any relevant questions of the Board.

F. The Appeals Board is comprised of three representatives of Employer/University Administration, three representatives of the Union and one neutral voting Chairperson appointed by the Employer/University Administration and the Union. A neutral voting chairperson shall be chosen by the parties and shall be present to consider all appeals that come before the Board. The neutral Chairperson shall have demonstrated expertise in compensation (World at Work certification preferred) and appropriate experience in dispute resolution. The cost of hiring a neutral voting chairperson shall be equally shared by both parties. A majority vote is necessary to approve an appeal.

G. Within 15 working days after the hearing, the Board completes Section V of the form and notifies the staff member of its findings, with copies to the Department Head, Dean or Director, Manager of Total Compensation, and Administrative Officer.

H. The Appeals Board's decision is final; any resultant change in position level will be implemented effective on the Sunday following the date the request for review was received by the Division of Human Resources.

If funds are not available in the current fiscal year budget, the funds required to implement any salary change will be included in the budget for the following fiscal year, with the same effective date. Grant funded programs may be exempted in rare situations, only if it can be documented that insufficient funds are available.

IV. GUIDELINES FOR DETERMINING INDIVIDUAL SALARIES

The following guidelines apply to all professional staff members who are covered by this salary administration program, regardless of their source of funds, i.e. state, trust or grant.

A. Starting Salaries for New Employees

1. Normally a new employee will be hired at a salary up to the first quartile of the range. A new employee may be hired up to the maximum of the range, based on application of the criteria listed in #2 below, and with the approval of the Dean/Director/Department Head.
2. Salary amounts shall be determined by:
 - a. the experience and education of the applicant in relation to the advertised job qualifications,
 - b. salaries being paid to current employees,
 - c. salaries paid in the appropriate labor market.
3. If the applicant is exceptionally well-qualified and is fully capable of immediate

competent performance, the Dean/Director/Department Head may request to offer a salary between first quartile and midpoint of the range. Prior consultation must occur with the executive area Administrative Officer and the Manager of Total Compensation.

4. An applicant can only be offered a salary above the midpoint of the range if: a.) the position has been appropriately advertised, and b.) market conditions exist which require such an offer. Prior approval must be given by the Dean/Director/Department Head and appropriate Administrative Officer in consultation with the Manager of Total Compensation.

B. Advertising Salaries for Vacant Positions

1. Electronic postings on the identified website shall state Salary Administration level, either actual or the grade to which the position is associated, and include a link to the salary scale. No offer above the maximum of the advertised salary range may be made.

C. Other Factors and Situations

1. In those instances where living quarters are provided to the employee, (excluding Residence Directors who shall have no deduction for the apartment they are provided from their salary), it is considered that this represents an indirect compensation value which should be considered when the annual salary is established.
2. In rare instances, agreements are made ahead of time by the Dean/Director/Department Head, appropriate Administrative Officer and the Manager of Total Compensation to establish a single entering salary or a starting salary range that is different from the usual minimum to first quartile of the range, but within all other guidelines. In addition, when the University determines the salary range of a particular position or class of positions is not competitive in the appropriate labor market and insufficient to permit recruitment and retention of employees in those positions, Human Resources may associate the positions to salary ranges of a higher grade level. In these instances, the salary should be advertised as agreed upon in order to provide applicants with correct information.
3. If the successful applicant for the posted vacancy is a benefitted on-campus employee, the action shall generally be considered a promotion or lateral transfer depending on the levels of the posted position and the employee's present position. See guidelines below for promotional increases. If promotional guidelines are felt to be inappropriate to the situation, the Dean/Director/Department Head and appropriate Administrative Officer shall consult with the Manager of Total Compensation.

A classified employee moving to a professional position shall receive an increase as per "Guidelines for Determining Individual Salaries" Section IV.A.(3) and (4). The Dean/Director/Department Head may offer a salary above the midpoint of the grade for these employees.

D. Promotional Increases

Promotional increases awarded shall reflect:

- the extent of the change in duties and responsibilities,
 - the education and experience of the employee in relation to the position requirements,
 - the relative position of the employee's current salary within the new salary range, and
 - the interval since the last increase.
1. A professional employee whose current salary is below the minimum salary for the new position shall receive an increase at least to the minimum of the salary range, or between 6%-10% for one grade level, 8%-12% for two grade levels, 10%-14% for three grade levels, whichever is greater. A professional employee whose current salary is at or above the minimum salary for the new position shall receive an increase normally between 6%-10% but not less than 6% for one grade level, 8%-12% but not less than 8% for two grade levels, 10%-14% but not less than 10% for three grade levels.
 2. When a bargaining unit member successfully applies for a higher-graded position (including positions associated to a higher grade), their promotional increase as per IV.D.1 above shall be deemed an anomalous circumstance for the purpose of equity reviews (as per IV.H Equity Increases).
 3. In extraordinary circumstances and with approval by the union, a bargaining unit member successfully applying for a higher-graded position (including positions associated to a higher grade) may be offered a salary increase of less than 6% for one grade level, 8% for two grade levels, or 10% for three grade levels.

Any salary increase accompanying a promotion must be approved by the employee's Department Head, Dean or Director, if appropriate, and Vice Chancellor or designee, in consultation with the Manager of Total Compensation. These approvals shall precede any communication of the promotion and increase to the employee.

E. Lateral Transfers

If an employee moves from a job in one position level to another job in the same position level, a salary adjustment will generally not be made.

F. Transfers to a Lower Position Level or Demotion

Any salary reduction must be approved by the Dean/Director/Department Head and the appropriate Administrative Officer in consultation with the Manager of Total Compensation.

The extent of the salary reduction resulting from a transfer to a lower position level or a demotion shall reflect:

- the reason for the demotion,
 - the extent of the demotion,
 - the education and experience of the employee in relation to the new position, and
 - the relative position of the employee's salary in the new salary range.
1. If an employee applies for a position evaluated at a lower level than the one currently held, there will be no salary increase and the salary may not exceed the midpoint of the range, or the highest salary advertised, if the advertised salary is less than the midpoint of the range (See page 6 - C2).
 2. Generally, when redefinition of an existing position results in a lowered level, the incumbent's salary will be unaffected. However, the position will be identified for the lower classification and salary when it becomes vacant ("red-circled").
 3. An employee bumping into to a position with lesser responsibilities and position level shall normally have the salary reviewed so that it is appropriately placed within the range for the new position; there shall be no more than a 25% salary reduction.

G. Temporary Assignments or Acting Positions

Employees temporarily assigned duties and responsibilities of more complexity in addition to those outlined in the current job description, or transferred temporarily to a vacant higher position in an acting capacity should receive additional compensation from the date of assignment if such assignment is continuous and is to be in excess of one month.

1. An employee assigned such additional duties and responsibilities shall be eligible for a temporary increase in salary. This recommended increase should be based on an evaluation of the assigned duties by the Department Head in consultation with the Manager of Total Compensation or designee.
2. An employee assuming a higher position in an acting capacity shall be eligible for an increase in salary to the starting rate of the range of the assumed position or an increase normally between 6%-10% but not less than 6% for one grade level, 8%-12% but not less than 8% for two grade levels, 10%-14% but not less than 10% for three grade levels, of the current salary, whichever amount is greater, if the assignment is for a period of at least 30 calendar days. The duration of the acting period should not exceed one year.

H. Equity Increases

An employee's salary may be reviewed for a possible equity increase when the staff member or his/her supervisor believes an inequity exists between that employee's salary and other salaries being paid to employees in the same position level, performing comparable duties. Consideration is given to the duties and responsibilities assigned, merit history, qualifications, experience, labor market and anomalous circumstances which may exist. Equity adjustments will only be made

when a substantial inequity exists, not when there is a slight variance in salaries.

Education and experience are a determinant in establishing an appropriate starting salary. Occasionally earning a particular degree or certificate is made a condition of employment, and a predetermined salary increment may be awarded. However, position levels, and resultant salary ranges, are determined based upon a set of factors that include “minimum education experience”. Job-related advanced degrees earned while employed at the University will not be considered as the sole basis for an equity increase.

The procedure to be followed is:

1. Staff member or supervisor completes Section I of Request for Equity Review form (Appendix #5) and forwards, with position description, to Department Head, with copies to Dean or Director and Administrative Officer. The HR-approved position description on which the review was based shall be the position description for the purposes of the appeal procedure.
2. Within 10 working days of receipt, Department Head after consultation with Dean/Director or Administrative Officer completes Section II and forwards, with organizational chart and justification, to Manager of Total Compensation at Amherst or the Director of Personnel at Boston.
3. Within 20 working days of receipt, Division of Human Resources completes Section III of Request for Equity Review form and returns it to Department Head with copies to staff member and Administrative Officer.
4. If staff member wishes to appeal action taken in Step 3 above, within 10 working days of receipt he or she completes Section IV of Request for Equity Review form and submits, to his or her union representative. All appeals being brought before the Board must be initiated by the Union. Only the Union may initiate appeals to the Board by sending written notice of an appeal to the Manager of Total Compensation at Amherst or the Director of Personnel at Boston. Such notice shall specify the employee appealing and the grounds on which they appeal.
5. The Appeals Board is comprised of three representatives of Employer/University Administration, three representatives of the Union and one neutral voting Chairperson appointed by the Employer/University Administration and the Union. The costs of hiring a neutral voting Chairperson shall be equally shared by both parties. A majority vote is necessary to approve an appeal.
6. When the Union initiates a hearing by the Board, a written request for a hearing along with the Request for Equity Review form must be forwarded to the Manager of Total Compensation with copies to the Department Head, Dean or Director and Administrative Officer. Within 15 working days of receipt, the Manager of Total Compensation or the Director of Personnel at Boston will schedule a hearing at which the appellant, Department Head/Dean/Director, and Manager of Total Compensation present their respective cases and answer any

relevant questions of the Board.

7. Within 15 working days after the hearing, the Board completes Section V of the form and notifies the appellant of its findings, with copies to the Department Head, Dean or Director, Manager of Total Compensation or the Director of Personnel at Boston and Administrative Officer.
8. The Appeals Board's decision is final; any resultant salary increase will be implemented effective no later than the Sunday following the date the request for equity review was received by the Division of Human Resources. If funds are not available in the current fiscal year budget, the funds required to implement any salary change will be included in the budget for the following fiscal year, with the same effective date. Grant-funded programs may be exempted in rare situations, only if it can be documented that sufficient funds are unavailable.

**UNIVERSITY OF MASSACHUSETTS
POSITION DESCRIPTION WORKSHEET**

This worksheet has been prepared to assist
in describing the functions of a position.
Please complete it when creating a new position
or requesting a review of a current position.

NAME: _____ DATE: _____

DEPARTMENT: _____

OFFICIAL TITLE: _____ FUNCTIONAL TITLE: _____

IMMEDIATE SUPERVISOR: _____ TITLE: _____

- I. BASIC KNOWLEDGE - Minimum Education Requirements for position: (Do not describe the qualifications of the incumbent of position.)

	Minimum Number of Years	Degree	Course or Specialization
College			
Graduate School			
Other (certification; licensure; etc.)			

What specialized courses or technical knowledge in addition to above is desirable?

- II. EXPERIENCE - Minimum length of time required at time of hire to perform duties of position effectively with specified education or training?

_____ under 1 year

_____ 1 to 3 years

_____ over 3 to 5 years

_____ over 5 to 7 years

_____ over 7 to 10 years

_____ over 10 years

- III. JUDGMENT AND INITIATIVE - Includes relative level of intellectual demand inherent in the position; responsibility for formulating independent decisions; problem solving; prioritization; original thinking; analytical evaluation; application of specialized expertise or advanced knowledge in a field; conceptual development of techniques, procedures, and policies; and participation in long- and short-range plans.

Describe those duties which involve the greatest demand on intellectual skills (as outlined in paragraph above):

- IV. INDEPENDENT ACTION - The degree of independence exercised in performing assigned duties; exposure to or freedom from supervision or scope of delegated authority.

A. In what areas does the position allow for independent action and decision-making?

B. In what kinds of situations would the incumbent refer an issue to a supervisor? Within what constraints does the incumbent act?

C. Briefly describe the scope of responsibility and authority for the following:

Reports and records: (creating and/or approving)

Methods and procedures: (establishing and/or reviewing)

University expenditures: (incurring expenses, establishing and/or controlling budgets)

- V. ACCOUNTABILITY - Likelihood of errors; possibility of error detection; probable effects of errors on department, institution, or public; results of errors as measured in cash losses, injury to others, jeopardy to programs, damage to equipment or facilities, or significant inconvenience to others; access to privileged information, the disclosure of which could compromise the institution's position.

In light of the above description, describe briefly:

A. Those tasks in which serious errors are most likely to be made:

B. The scope and likely consequences of the most serious errors:

- VI. INTERRELATIONSHIPS - Level of human interaction: types of persons with whom the incumbent may be associated as well as basic human relations skills required.

A. Contacts within the University:

Position or Title of Persons Contacted	Nature of Contacts

B. Contacts outside of the University:

Position or Title of Persons Contacted	Nature of Contacts

VII. MANUAL SKILLS - Degree of manual skill required, including eye and hand coordination, finger dexterity, manipulative ability, etc., for varying lengths of time.

Identify those tasks which require significant manual skills and indicate what portion of daily assignments would be devoted to the task and whether lengthy periods of time (i.e., over two hours) would be involved:

Task

Proportion of Job/Period of Time

VIII. ENVIRONMENTAL CONDITIONS - Those conditions in the environment which may hamper the incumbent's ability to perform assigned duties through the creation of work distractions or unpleasant conditions.

Describe the environmental conditions of this position in relation to:

Noise, fumes, chemicals, harsh weather, or other physical irritants:

Stressful distractions or regular encounters with irate clientele:

- IX. PHYSICAL EFFORT - Degree of exertion required by general physical activity (standing, walking, etc.) and physical force exerted for short or intermittent periods of time.

Describe the most physically demanding activities of the position and the approximate percentage of the work hours involved in the activity:

- X. OCCUPATIONAL RISKS - Degree of exposure to job-related injury, probability of injury and potential severity of injuries, should accidents occur.

Potentially Dangerous Tasks

Potential Severity

- XI. SUPERVISORY RESPONSIBILITY - A: Types of supervision (direct, indirect, functional, etc.) and related organizational responsibilities (hiring, training, developing policies and procedures, establishing and controlling budgets through subordinate personnel).

Persons Supervised

Type of Supervision

Supervisory Activities

XII. **SUPERVISORY RESPONSIBILITY - B:** Numbers of staff under direct and indirect supervision and numbers of student employees under either direct or indirect supervision.

A. Direct supervision of non-student employees (not FTEs):

Check one box:

1-3	4-6	7-9	10-12	Over 12

B. Indirect supervision of non-student employees (not FTEs): (Employees supervised by directly reporting staff.)

Check one box:

1-10	11-20	21-50	51-100	Over 100

C. Direct or indirect supervision of student employees (average number at any given time):

Check one box:

1-10	11-20	21-50	51-100	Over 100

UNIVERSITY OF MASSACHUSETTS
POSITION DESCRIPTION

NAME:	DEPARTMENT:	DATE:
STATE TITLE:	WORKING TITLE:	POSITION LEVEL:

A. GENERAL SUMMARY OF POSITION:

B. EXAMPLES OF DUTIES: (Identify those duties that demand the greatest amount of time, attention, and are of key priority to the department. Include any duties which present unusual physical requirements such as standing, walking, exposure to chemicals, etc.)

C. MINIMUM QUALIFICATIONS: (Minimum required level of education; required licenses; years and nature of related experience; unique requirements related to physical ability, travel, working evenings and weekends, etc.)

D. SUPERVISION RECEIVED:

E. SUPERVISION EXERCISED:

1. Number of non-student employees directly supervised:
2. Number of non-student employees indirectly supervised:
3. Average number of student employees supervised at any given time:

OFFICIAL POSITION CERTIFICATION

This is a complete and accurate description of this position.

DATE

SIGNATURE - STAFF MEMBER

DATE

SIGNATURE - DEPARTMENT HEAD

DATE

SIGNATURE - HUMAN RESOURCES DIVISION

**UNIVERSITY OF MASSACHUSETTS
REQUEST FOR POSITION CLASSIFICATION REVIEW**

Appendix #3

INSTRUCTIONS: Send to appropriate administrative officer who will forward to Manager of Total Compensation if approved.

State Title: _____

Working Title: _____ Date: _____

Incumbent(s): _____ Department/Unit: _____

Complete this form if the description must be evaluated apart from the **periodic position classification** review.

1. Is this a new position? _ Yes _ No
(attach position description)

2. Is this a revision of an existing position? _ Yes _ No
(attach revised and former position descriptions)

3. Does this position replace an existing description? _ Yes _ No
If yes, former title: _____

4. If this is a new position or if there is a change in this position,
does it significantly change any other position(s) in the department? _ Yes _ No
If yes, please comment: _____

5. If this is an existing position that has changed significantly, please summarize the difference between this position description and the former description:

6. Identify the reasons why this position has been created or changed (e.g. reorganization of functions, changes in work volume, etc.):

Manager/Supervisor _____ Date _____

Department Head _____ Date _____

Administrative Officer _____ Date _____

HUMAN RESOURCES USE ONLY

Date Request Received _____

Request for Review is ACCEPTED _____
DENIED _____
POSTPONED _____

UNIVERSITY OF MASSACHUSETTS
APPEAL OF POSITION LEVEL

I. Name: _____ Date: _____
Department: _____
Working Title: _____
Assigned Position Level: _____
Position Level Sought: _____ Signature: _____

II. Signature of Department Head: _____ Date: _____
(Organizational Chart and comments of both the employee and Department Head must be attached.)

III. Position Level Recommended by Division of Human Resources: _____
Name: _____ Signature: _____ Date: _____

IV. I wish to appeal the determination above.
Name: _____ Signature: _____ Date: _____

V. Position Level Recommended by Board: _____
Name: _____ Signature: _____ Date: _____
(Written justification must be attached.)

cc: Staff Member, Department Head, Dean or Director, Vice Chancellor, Manager of Total Compensation

UNIVERSITY OF MASSACHUSETTS
REQUEST FOR EQUITY REVIEW

I. Name of Incumbent: _____ Date: _____

Department: _____

Working Title: _____

Current Salary: _____

Signature
Salary Sought: _____ of Requester: _____

(Job description must be attached. Justification must be attached.)

II. Salary Recommended by Department Head: _____
(Organizational Chart must be attached. Memo of justification for request/recommendation MUST be supplied by Department Head.)

Name: _____ Signature: _____ Date: _____

III. Salary Recommended by Division of Human Resources: _____

Name: _____ Signature: _____ Date: _____

IV. I wish to appeal the determination above.

Name: _____ Signature: _____ Date: _____

V. Salary Recommended by Board: _____

Name: _____ Signature: _____ Date: _____

(Written justification must be attached.)

cc: Staff Member, Department Head, Dean or Director, Vice Chancellor, Manager of Total Compensation

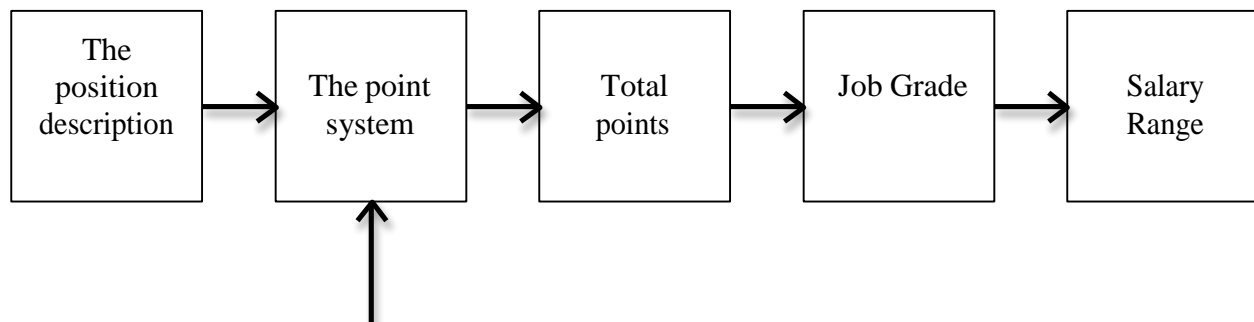
UMass Professional Staff Job Classification System

This system has been in use at UMA and UMB since 1996. It is a revision of the Olney Position Evaluation Manual for Higher Education, which the University previously used.

All bargaining unit positions (not the people in the positions) are evaluated according to this system. Points are awarded for each of the thirteen elements. The total number of points determines the grade level (see last page). When duties and responsibilities of a position change, the position should be re-evaluated.

Salary ranges for each grade may be increased by the University.

Job Classification System



The Point System

Each position description is graded for 13 different elements. Each element is broken down into five or more levels. Each level is described by a paragraph and has a number of points assigned to it. The position description is evaluated according to the descriptions of each level and assigned the appropriate points for each element.

The Elements

- I. Basic Knowledge (*Sample levels: 18 24 30 36 42 50 60*)
- II. Experience
- III. Judgment & Initiative
- IV. Independent Action
- V. Accountability
- VI. Interrelationships
- VII. Manual Skills
- VIII. Environmental Conditions
- IX. Physical Effort
- X. Occupational Risks
- XI. Supervisory Responsibility—A
- XII. Supervisory Responsibility—B
- XIII. Information Technology Skills

I. BASIC KNOWLEDGE

The complexities and relative levels of specialization involved in various positions demand varying degrees of knowledge, skills, and abilities which constitute the basic knowledge or minimum education requirement of the position. Basic knowledge is normally acquired through formal education; however, “equivalency” considerations should be given to self-study, evening courses, military service training, etc.

BASIC KNOWLEDGE	LEVEL INDEX
Duties may involve intermittent exposure to work situations requiring relatively broad scope of basic knowledge, i.e., ability in simple bookkeeping functions; working knowledge of trades or crafts; operational ability with office machines, i.e., typewriter, adding machine, duplications, keypunch, etc. Must be able to communicate information effectively to others orally or in writing. Equal to completion of four years of high school.	18
Work involves use of complex procedures requiring special knowledge or ability; e.g. operation of computer peripheral equipment; duties may require working familiarity with technical terminology, simple laboratory procedures, etc., or journeyman ability in trades or crafts.	24
Work requires broad knowledge of specialized field normally acquired through technical or vocational training, e.g., drafting, photography, electronic or chemical technology, secretarial arts. Equal to one to two years of college, scholastic preparation or Associate’s Degree.	30
Work requires extensive knowledge of specialized field, as well as general knowledge of related field(s). Equivalent to completion of three years college or an Associate degree and further specialized courses which may result in licensure or certification.	36
Duties require intensive knowledge of highly specialized field as well as general knowledge of related field; or broad knowledge of major organizational functions or activities. Equal to completion of four years of college, or Bachelor’s degree.	42
Duties require advanced theoretical or highly technical knowledge of specialized field, equal to one to two years of study at graduate level, or Master’s degree.	50
Responsibilities demand knowledge equivalent to doctoral degree in specialized discipline.	60

II.EXPERIENCE

Experience measures the length of time usually or typically required by an individual, with the specified “basic knowledge”, to learn to perform the duties effectively under normal supervision. In evaluating a position on this factor, it should be remembered that experience may involve the following two elements:

- A. Previous qualifying experience in a related or less responsible position either within the organizational or outside.
- B. The length of “on the job training” or period of adjustment and adaptation on the specific job itself.

The length of required experience is the sum of A and B.

EXPERIENCE	LEVEL INDEX
Under 1 year	16
Over 1 year up to and including 3 years	24
Over 3 years up to and including 5 years	32
Over 5 years up to and including 7 years	40
Over 7 years up to and including 10 years	50
Over 10 years	60

III. JUDGEMENT AND INITIATIVE

This job element measures the relative level of intellectual demand which may be inherent in a particular position. The responsibility for formulating independent decisions should be considered, as well as such criteria as problem solving, prioritization, original thinking, analytical evaluation, application of specialized expertise or advanced knowledge in a field, conceptual development of techniques, procedures, and policies, and degree of participation in the formulation of long- and short-range plans.

JUDGEMENT AND INITIATIVE	LEVEL INDEX
Responsibilities may involve performance of specialized procedures requiring familiarity with relatively broad range of techniques and knowledge. Duties may demand comprehensive knowledge of departmental functions; may offer constructive suggestions regarding programmatic or departmental procedures, planning, etc.	20
Assigned responsibilities require application of substantial knowledge of a field of expertise, or complex technology or general knowledge of inter- and intra-departmental operating policies, systems, and procedures.	24
Responsibilities may involve prioritizing goals; research and investigation; formulating independent or joint decisions regarding procedures, budgets, personal development of specific populations, operations, systems, policies; and contributing to overall short and long range planning in program or department.	28
Nature of duties may require the ability to solve complex problems spanning a range of academic and/or administrative areas; consistent with the same range, may participate in the conception, development and implementation of major projects involving administrative programs, new technology, research, curricular design, or training.	33
Duties and responsibilities include planning, directing and controlling a major division of institution, exercising judgment and initiative to oversee operations and determine the short and long range plans for the division, to meet the institutions overall goals and objectives.	38
Responsibilities include planning, organization, and coordination of major functional segment of the institution (executive area), involving exercise of high degree of judgment, initiative, and leadership, as well as the ability to anticipate and positively react to technical organizational, and administrative problems.	44
Must be able to exercise authority and accept responsibility for direction of overall activity of institution including planning, operation, and control, subject the directives and established objectives set forth by the governing board.	55

IV. INDEPENDENT ACTION

The Independent Action element is used to assess the relative degree of independence that the individual exercises in performing the assigned duties of al position, In lower level positions, Independent Action may be thought of as exposure to, or freedom from, supervision; while, in higher level positions, Independent Action frequently is a reflection of the scope of delegated authority.

INDEPENDENT ACTION	LEVEL INDEX
Incumbent generally establishes own work plan and priorities, using established procedures, to assure timely completion of assigned work in conformance with established departmental policies and practices; problems lacking clear precedent are usually reviewed with supervisor prior to taking action.	10
Incumbent functions independently within broad scope of department policies and goals; may adapt established procedures to particular problems; generally refers specific problems to supervisor only where clarification of departmental policies and procedures may be required.	20
Incumbent consistently works independently and/or jointly as member of a small team in formulating plans and objectives for program or section in accordance with overall departmental goals, within the constraints of professional guidelines and codes of ethics. May conceptualize new technological applications or areas of research. Refers problems or exceptions to departmental policy to supervisor for further clarification.	25
Incumbent has authority to establish policies, determine allocation of resources and delegate responsibility consistent with plans and goals of department or major projects. Consults with division head, dean or director on specific matters only where clarification, interpretation, or exception to institutional policy may be required.	30
Incumbent functions independently within broadly defined area of delegated authority affecting a large segment of institution; may exercise authority over a major division, college/school, or MBU, deferring to Vice Chancellor on matters requiring deviation from existing university policy.	35
Incumbent establishes personal standards of performance within broad framework of policy and objectives as set forth by the governing board. May exercise provisional authority of Chancellor for short periods with direct responsibility to governing Boards, and may be responsible for an entire executive area.	40
Exercise authority over total operations of institution in conformance with general directives and objectives set forth by governing Boards, seeking advice and counsel of Board only on matters of importance.	50

V.ACCOUNTABILITY

There exists in every position the possibility of error, whether through omission, commission, or direction. The Accountability element permits objective measurement of: likelihood of errors; possibility of error detection; and probable effects of errors on department, institution, or the public. Probable results of errors are measured in terms of cash losses, injury to others, and jeopardy to programs, damage to equipment or facilities, or significant inconvenience to others. Also considered is access to privileged information, the disclosure of which could compromise the institution's position.

ACCOUNTABILITY	LEVEL INDEX
<p>Nature of duties involves responsibility for working with data and/or programs of an inter-departmental nature. Possible errors could cause significant delays in the processing of important information; result in losses through damage to facilities, equipment, or loss of materials; or result in minor monetary losses through mistakes in preparation of fiscal information; or result in unreasonable or substantial costs or significant inconvenient to others. May routinely have access to confidential compensation, etc.</p>	15
<p>Responsibilities may include participation in planning activity at program or small departmental level, or the development of solutions to specific problems requiring analysis and complex decision-making, where errors in technique or judgment would be difficult to detect. May have direct responsibility for determining course of action to be taken by others. Erroneous judgment could result in significant losses or costs, program failures, or major deleterious effects on another person's academic, social or emotional well-being. Has regular access to all data related to program or small department level.</p>	24
<p>Duties may include responsibility for directing the formulation and implementation of planning at the departmental level and/or development of recommendations which contribute to institution-wide plans and objectives; initiating budgetary recommendations and assumption of fiscal responsibility for departmental activity, including responsibility for facility, equipment and workforce utilization. Performance errors could severely hamper departmental operations. Works regularly with privileged information concerning departmental activities and plans, and may have access to privileged information at inter-departmental level.</p>	33
<p>Duties may include responsibility for directing the formulation and implementation of planning at the College/Div./MBU level and/or development of recommendations on which institution-wide plans and objectives are based; initiates budgetary recommendations and may assume fiscal responsibility for facility, equipment, and workforce utilization. Performance errors could severely hamper College/Div./MBU operations. Works regularly with privileged information concerning inter-departmental activities and plans.</p> <p><i>(continued on the next page)</i></p>	38

<p>May assume functional responsibility for major areas of institution's activity (or entire institution) in absence of Chancellor; erroneous judgment in the exercise of responsibilities could have continuing adverse influence on overall functions. Has regular access to institution's highly restricted objectives, plans, and total programs.</p>	<p>44</p>
<p>Duties involve primary responsibility for institution's operations where errors in judgment could have far-reaching effects on the institution's ability to meet its established objectives. Has full and complete access to all institutional objectives, plans and programs.</p>	<p>55</p>

VI.INTERRELATIONSHIPS

The Interrelationships element measures the relative level of human interaction involved in any particular position. Considered under this element are the types of person with whom the incumbent may be associated, as well as the basic human relations skills which may be required in the performance of assigned duties or responsibilities.

INTERRELATIONSHIPS	LEVEL INDEX
Functions performed require the ability to communicate and/or discuss complex information with other employees, students, parents or the general public, under conditions where perceptiveness, clarity, or sensitivity may be required.	9
Assigned duties may include serving as functional representative of the institution on matters of policy or procedure where perceptiveness, clarity, and tact are required; duties may require the ability to affect and/or modify actions of others where empathy and perceptiveness are required to analyze individual circumstances and determine most appropriate course of action.	18
Work may involve dealing with the personnel of other departments within the institution, as well as students, parents, general public, representatives of other organizations, vendors, etc., to further the interests of the institution, duties may involve fostering or promoting growth, development or well-being of persons entitles to the services of the institution.	28
Work involves representing the institution to outside groups where considerable discretion, resourcefulness and persuasiveness may be required to achieve desired objectives through negotiations, or influencing he decisions of others. Work may regularly require specialized skills to relate effectively to populations with exceptional needs.	32
Nature of responsibilities involves regular association with community leaders, local, state, and deferral government officials, etc., where considerable ability is required to protect and promote the best interest of the institution as a whole.	37
Duties require ability to represent institution effectively in situations of major importance to present and future success of the institution. Must effectively work with and influence all types of persons.	46

VII.MANUAL SKILLS

Many positions require the application of carrying degrees of manual skills, such as eye and hand coordination, finger dexterity, manipulative ability, etc., for varying lengths of time.

MANUAL SKILLS	LEVEL INDEX
Duties require little or no application of basic manual skills other than normal reflexive actions.	2
Demands of position are primarily mental; however, occasional and minimal manipulative ability may be required in filing equipment operation, and similar tasks.	4
Significant portions of daily assignments may involve application of manual skills requiring eye and hand coordination in combination with finger dexterity, e.g., typing, machine operation, etc., or use of tools or instruments.	6
Responsibilities may involve close eye and hand coordination, finger dexterity, and manipulative ability under circumstances where accuracy may be critical; may take repairs to delicate electronic or similar instruments, or perform microscopic experiments, or precise medical procedures.	8
Duties may involve intense concentration of manual skills together with visual acuity for lengthy periods of time in such functions as delicate assembly or repair, involving micro techniques, use of miniaturized instruments, etc.	10

VIII.ENVIRONMENTAL CONDITIONS

The Environmental Conditions element measures the environmental conditions under which the work of a specific position may be performed. Considered re elements which may hamper the incumbent's ability to perform assigned duties, through the creation of work distractions or unpleasant conditions.

ENVIRONMENTAL CONDITIONS	LEVEL INDEX
Generally pleasant working conditions with few or no distractions or unpleasant elements.	2
Satisfactory physical environment with occasional distractions from machine or related noise, or exposure to unpleasant elements such as chemical fumes, dust, or temperature variations caused by poor ventilation.	4
Duties may involve general cleaning with exposure to dirt, noxious chemicals, odors, cramped quarters, etc., or much of work may be performed outdoors with exposure to weather extremes; or frequent distractions disruptive of work routines. Work may involve dealing with irate or anxious individuals.	8
Nature of duties may involve continuous presence of unpleasant or irritating elements, e.g. considerable noise, constant exposure to extremes of weather through duties performed exclusively outdoors; work may require frequent exposure to emotionally stressful situations.	12
Work requires high degree of individual tolerance to combinations of extremely unpleasant elements. Nature of physical environment is such that incumbent must be relieved at frequent intervals in order to assure personal well-being and/or safety.	18

IX. PHYSICAL EFFORT

The Physical Effort element measures the degree of exertion required in the performance of various position responsibilities. In addition to direct physical labor, consideration should be given to general physical activity, i.e., standing, walking, etc., as well as physical force exerted for short or intermittent periods of time.

PHYSICAL EFFORT	LEVEL INDEX
Duties involve little or no exertion of physical effort.	4
Work may involve occasional light to moderate exertion of physical effort in transporting, or lifting, moving, or carrying light-weight materials or equipment.	8
Duties may involve intermittent exertion of moderate physical effort in positioning, lifting or moving bulky equipment or materials weighing to 30 to 60 pounds.	12
Duties consist primarily of physical labor, involving occasional moderate to heavy exertion of physical effort in lifting, pulling, pushing, or similar functions.	16
Position demands frequent exertion of heavy physical effort for extended periods of time, requiring considerable strength and endurance.	20

X.OCCUPATIONAL RISKS

The Occupational Risks element measures the relative degree of exposure to job-related injury which may be present in various positions. It is important in applying this element to determine the probability of injury during the performance of assigned functions, as well as the potential severity of injuries, should accidents actually occur.

OCCUPATIONAL RISKS	LEVEL INDEX
Nature of duties performed presents little or no potential for job-related accidental injury.	2
Work generally does not involve occupational risk; however, failure to follow established procedures and safety practices could result in minor injury, e.g., abrasions, chemical or heat burns, bruises from falls on slippery floors.	4
Duties may involve working with dangerous and/or unidentified chemicals, hot steam, open flame, extremely heavy materials, presenting potential risk of disabling injuries resulting in loss of time from work. Duties performed may involve frequently assisting in moving, lifting or positioning equipment, materials or persons and present potential risk of disablement, resulting in loss of time from work.	8
Work may involve frequent exposure to hazardous situations or dangerous persons involving potential for serious disabling injuries resulting in permanent loss of, or impairment to, major bodily function, e.g., sight, speech, hearing, use of limb(s), etc.	14
Functions regularly performed are generally hazardous and though generally acceptable professional guidelines are followed and discretions exercised, may involve exposure to high voltage power sources, dangerous machinery, dangerous levels of radiation, harmful laser beams, explosive environments lacking safety monitoring, as well as inadvertent exposure to infectious agents that may be contained in human body fluids. Job related injuries could result in total and permanent disability or loss of life.	20

XI.SUPERVISORY RESPONSIBILITY – A

The Supervisory Responsibility element is subdivided into two sections:

- A. organizational responsibility for others; and
- B. actual numbers of persons involved, or quantitative responsibility for others.

In the first category, consideration should be given to establishing types of supervision provided, i.e., functional, technical, direct, administrative, etc., as well as directly related organizational responsibilities, e.g., responsibility for hiring, training, developing policies and procedures, and the establishment and control of budgets through subordinate personnel.

SUPERVISORY RESPONSIBILITY—A	LEVEL INDEX
May provide functional or technical supervision over other employees in same or closely related classification, where scope of supervisory responsibility is limited to occasional directions, guidance, explanation, etc. May assume relief responsibility for small units at infrequent intervals.	3
Provides direct supervision over functional unit or section where supervisory responsibility includes scheduling and/or assignment of personnel; however, supervisory responsibility is not normally a significant portion of assigned duties. Also included in this category are people who may relieve or act as substitutes for an absent department head or program director.	6
Principal duty is the direct supervision over a functional unit, section, program or small department. Responsibilities include selection, orientation and training of personnel; initiation of “personnel action” recommendations; workforce planning and development; and fiscal accountability for establishing and controlling operating budgets.	11
Duties include supervisory responsibility for major department, including selections and training of personnel; initiation of “personnel action” recommendations; personnel planning and development; fiscal accountability for establishing and controlling operating budgets and workforce planning.	21
Responsibilities include accountability for activities of major division, college/school or MBU involving coordination of operations of two or more major department, and direct supervisory responsibility over subordinate department heads. May assume temporary or provisional responsibility for entire executive area operation in absence of Vice Chancellor.	28
Directs, plans, organizes and controls activities of an entire executive area, exercising provisional authority for Chancellor for short periods, as necessary.	35
Directs, organizes, plans, and coordinates overall activity and operation of institution in accordance with general directives and objectives established by governing Board.	42

XII.SUPERVISORY RESPONSIBILITY – B

The number of points for this factor is the sum of points received for direct, indirect and student employee supervision.

1. Direct Supervision

The number of non-student employees directly supervised (not FTE's).

3 or fewer	3
4 – 6	5
7 – 9	7
10 – 12	9
More than 12	11

2. Indirect Supervision

The number of non-student employees indirectly supervised (not FTE's).

10 or fewer	1
11 – 20	3
21 – 50	5
51 – 100	7
More than 100	9

3. Student Supervision

The average number of students supervised directly or indirectly at any given time.

10 or fewer	1
11 – 20	2
21 – 50	4
51 – 100	6
More than 100	8

XIII. INFORMATION TECHNOLOGY SKILLS

The Information Technology Skills element is used to assess the relative level of specialized knowledge related to Information Technology (IT), or the use of computers to analyze, communicate, manage or manipulate data.

INFORMATION TECHNOLOGY SKILLS	LEVEL INDEX
Work may involve basic computer skills, including data entry, email, or the use of office productivity software.	0
Work requires advanced knowledge of computer software and/or hardware; or web design skills, including markup, scripting, standards or web development platforms. Employee is expected to diagnose problems related to commonly used computer software and/or hardware; provide training; recommend technological solutions to resolve problems or improve efficiency; install or upgrade software and/or hardware. Excludes responsibilities for web content maintenance.	12
Work requires specialized knowledge of information technologies; or the use of data mining, analytical or statistical software. Employee is expected to provide direct support, administration, maintenance and/or programming of IT systems, such as multi-user applications, databases, networking infrastructure, servers, websites or other IT components.	18
Work requires expertise in the development and deployment of information systems, including network and data security and compliance. Employee is responsible for managing major aspects of information systems used across campus, including implementing new systems; reviewing, auditing, and/or upgrading systems and infrastructure and making recommendations for IT infrastructure and/or security.	24
Employee is responsible for design and architecture of information technology on a campus-wide level.	30

ELEMENT-LEVEL INDEX WEIGHTING

<u>Element</u>	<u>Level Index Distribution</u>							
I. Basic Knowledge	18	24	30	36	42	50	60	
II. Experience	16	24	32	40	50	60		
III. Judgment and Initiative	20	24	28	33	38	44	55	
IV. Independent Action	10	20	25	30	35	40	50	
V. Accountability	15	24	33	38	44	55		
VI. Interrelationships	9	18	28	32	37	46		
VII. Manual Skills	2	4	6	8	10			
VIII. Environmental Conditions	2	4	8	12	18			
IX. Physical Effort	4	8	12	16	20			
X. Occupational Risks	2	4	8	14	20			
XI. Supervisory Responsibility—A	3	6	11	21	28	35	42	
XII. Supervisory Responsibility—B								
Direct supervision	3	5	7	9	11			
Indirect supervision	1	3	5	7	9			
Student supervision	1	2	4	6	8			
XIII. Information Technology Skills	0	12	18	24	30			

Level Index Range	UMA Grade	UMB Grade
113 – 124	21	24
125 – 136	22	25
137 – 148	23	26
149 – 160	24	27
161 – 172	25	28
173 – 184	26	29
185 – 196	27	30
197 – 208	28	31
209 – 220	29	32
221 – 232	30	33
233 – 244	31	34
245 – 256	32	35
257 – 268	33	36
269—280	34	37
281—292	35	38
293—304	36	39
305—316	37	40
317—328	38	41