

## Job Analysis and Classification

The framework of the classification system on the Stockton campus was developed by a third party vendor in 1998. The classification of University staff positions is based on the essential functions of a specific job, along with the responsibilities described in the job description. Requests for job analysis and reclassification are submitted to Human Resources for approval by the Assistant Vice President for Human Resources. For information on writing a job description and the University's job description template please see [Job Descriptions](#)

### Exempt v. Non-Exempt

Positions that are non-exempt are subject to the wage and hour laws of the state and federal government. The key wage and hour laws require that non-exempt employees:

1. Must maintain a written time record of hours worked (time card or other record);
2. Must be paid overtime compensation of 1.5 times the employee's regular rate of pay for any hours worked in excess of 8 hours in the work day or 40 hours in the work week; and
3. Are paid at least two times per month.

Exempt positions are those positions not subject to the wage and hour regulations listed above. The determination whether a position is exempt or non-exempt is made by Human Resources based on a careful review of the job description. Executive, Administrative or Professional positions that meet certain criteria regarding salary and position responsibilities may be classified exempt in accordance with state and federal guidelines.

### Classification Procedures

Using the [University's job description template](#), the supervisor completes a Job Description and submits it to Human Resources with written request for review. For a new position, the review must be done before recruiting begins. Human Resources reviews and evaluates the job description, working with the supervisor, as needed, to ensure it is complete and provides all the required information. During the review, a comparison of similar positions on campus and in the external market may be made to ensure internal equity is maintained. The result of the review establishes the pay grade and the employment status of the position (exempt or non-exempt). Upon completion of the review, the supervisor is notified and a finalized copy of the job description is sent to the department. To make a change in grade, salary and/or title a Recruitment/Employment/Change Authorization (EA) is processed for the incumbent. See [Policies for Salary Adjustments FY 2009](#).

## **Frequently Asked Questions:**

- Q I think my job should be re-classified upward. How should I proceed?
- A. First, discuss this with your supervisor. If your supervisor agrees there have been substantial changes in the job that would warrant a review, you and your supervisor should work together to revise/update your job description to ensure that it accurately reflects your current job responsibilities and requirements. Then, your supervisor would submit the updated job description to Human Resources with a request to review for reclassification.
- Q How long does the process take?
- A Usually two to three weeks. A longer period may be necessary, if the review requires research for competitive salary information.
- Q What factors are positions evaluated on in the process?
- A A variety of factors are evaluated. The vendor developed a questionnaire and matrix currently used in this process. Thirteen factors are measured for each position to maintain internal equity and consistency of grade and FLSA status.
- Q My department needs a new position, what is the process for this?
- A The process for a new position is the same. First, a job description must be developed. Human Resources is available to work with the supervisor in drafting this document. Once the job description is complete, the grading process begins. Human Resources will notify the department upon completion of this review. Recruiting for the position begins after the approved EA is received by Human Resources.

## **Job Descriptions**

Clear, accurate and well-defined job descriptions are a useful management tool, providing a valuable summary of the position responsibilities, scope, minimum qualifications and working conditions to both the employee and his or her supervisor.

All staff positions at University of the Pacific have a job description which is provided to new employees upon hire. Any employee who does not have a copy of their job description should contact their supervisor or Human Resources. All job descriptions should be reviewed and updated on an annual basis. This should be a joint project between the employee and the employee's supervisor, with assistance from Human Resources as needed. The annual job description review should be completed in preparation for the annual performance evaluation process.

Sometimes, the job description update substantially changes the position, and the supervisor requests to have the position reviewed by Human Resources for possible reclassification. See **Job Analysis and Classification**. The first step in classifying a position is to ensure that the job description is current and accurate. For information on writing job descriptions and the job description template see:

**[Guide to Writing Job Descriptions](#)**

**[Job Description Template](#)**

# **Guide To Writing Job Descriptions**

## **Introduction**

The following guide to writing job descriptions outlines the general model used in developing job descriptions.

The following elements are included in each job description:

### **1. Title**

The title should be brief, descriptive, and consistent with other titles in the classification plan.

### **2. Purpose**

The general purpose should be a brief statement that outlines the job's overall primary functions and responsibilities. It should be definitive to differentiate this position from others and will generally start with "Responsible for. . ." and may define the level and kind of work.

### **3. Essential Functions**

List up to 10 major duties and responsibilities of this job in order of importance and frequency of time spent on the activity. Begin each function with an action verb.

Use the following criteria to assist you in identifying major responsibilities.

- Performance of the responsibility is a primary function of the job.
- Failure to perform the responsibility would have serious consequences.

### **4. Minimum Qualifications/Expertise**

List the level of education required to performed duties. A Bachelor's degree indicates the position requires specific knowledge learned in a course of study or generally gained through education higher then a secondary level. An advanced or terminal degree indicates that expert knowledge is required in a specific area of study.

List the number of years work experience necessary for the position. If experience should identify specific responsibilities or duties these should be identified in years performed.

List specific skills or knowledge that is also required in the position, such as:

- High level of proficiency using Apple Computer
- Working knowledge of SCT Banner
- Aptitude to deal with constantly changing work environment
- Effectively deals with culturally diverse workforce

### **5. Physical Job Description**

This section describes:

How much on-the-job time is spent in a variety of physical activities, such as: standing, walking, sitting, using hands or limbs and in what type of movement, climbing, stooping, kneeling, crouching, crawling, and reaching.

Generally the time required is defined as:

Occasional- duties performed up to 25% of time

Frequent- duties performed from 25% - 75% of time

Constant- duties performed from 75% - 100% of time

Lifting or carrying weight requirements are identified as well as pushing or pulling weight, the amount of exertion required to perform tasks assigned. This is generally defined in pounds.

The types of environments work is performed in, for example:

- Normal office environment or work performed both in and out of doors.
- Exposure to various weather conditions or varying temperatures.
- Noise levels employee may be exposed to.

Certain credentials may be noted in this area such as: Requires valid drivers' license or Class "B" license. Requires ability to be covered under University liability insurance.

## **6. Knowledge/Skills**

This section indicates the areas and levels of knowledge **required** to perform this job's primary responsibilities and major activities. The level of knowledge needed is identified as stated below:

*1. Basic Understanding* – Performs or is required to understand some practices and procedures in the area. May perform entry level work in the area or be required to explain the practices and procedures in some detail.

*2. Solid Working Knowledge* – Thorough understanding of knowledge and the skills necessary to solve day-to-day problems and address normal business, academic, or research issues.

*3. Advanced Knowledge* – Broad exposure and grasp of specialized concepts, practices, techniques, and technical skills. Knowledge/skill is used to solve unique or new problems and/or business, academic, or research issues. An expert in area.

Examples:

An EA Developer may require Project Management Skills of a level 2

A Head Coach may require knowledge of NCAA Rules & Regulations of a level 3

# UNIVERSITY OF THE PACIFIC

## JOB DESCRIPTION

TITLE GOES HERE
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**POSITION PURPOSE:**

**ESSENTIAL FUNCTIONS:**

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

**MINIMUM QUALIFICATIONS/EXPERTISE:**

**PHYSICAL JOB DESCRIPTION:**

**KNOWLEDGE/SKILLS:**


**Employee Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Supervisor Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

## Job Description Physical Requirements

**Job Title:** \_\_\_\_\_

**Physical Requirements:** Specify the various physical requirements associated with this position.  
(Mark an X where appropriate)

<b>PHYSICAL ACTIVITY</b>	<b>OCCASIONAL 0-25%</b>	<b>FREQUENT 25-50%</b>	<b>CONSTANT 75-100%</b>
Sitting			
Walking			
Standing			
Bending			
Climbing			
Kneeling			
Twisting			
Crawling			
Stooping			
Squatting			
Reaching			
Simple Grasping			
Lifting: Max lbs _____			
Carrying Max lbs _____			
Pushing/Pulling Max lbs _____			
<b>WORKING ENVIROMENT</b>			
Typical Office			
Warehouse			
Indoor/Outdoors			
<b>NOISE LEVEL</b>			
Quiet			
Loud			

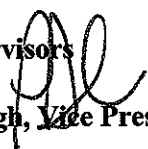
## **PHYSICAL ACTIVITIES**

Based on the LEVEL OF PHYSICAL EXERTION required and the ESSENTIAL functions, which physical activities are REQUIRED to perform this position?

- A. Balancing – maintaining body equilibrium to prevent falling when walking, standing or crouching on narrow, slippery or erratically moving surfaces.
- B. Bending/stooping – bending body downward and forward by bending spine at the waist.
- C. Carrying – physically transporting items from one location to another.
- D. Climbing – ascending or descending ladders, scaffolding, ramps, poles and other devices using feet and legs and/or hands and arms. Body agility is emphasized.
- E. Climbing stairs – ascending or descending stairs to gain access to a building or to move from one floor to another.
- F. Communicating – Expressing or exchanging ideas, information or instructions by means of the spoken or written word.
- G. Crawling – moving about on hands and knees or hands and feet.
- H. Crouching – bending the body downward and forward by bending leg and spine, particularly for sustained periods of time.
- I. Fingering – picking, pinching, primarily with fingers rather than with the whole hand or arm.
- J. Grasping – applying pressure to an object with fingers (including thumb) and palm.
- K. Kneeling – bending legs at knees to come to rest on one or both knees.
- L. Lifting – raising objects from a lower to a higher position or moving objects horizontally from one position to another.
- M. Mobility – moving oneself from place to place quickly and easily.
- N. Pulling – using upper extremities to press against something with steady force in order to thrust forward, downward or outward.
- O. Pushing – Using upper extremities to press against something with steady force in order to thrust forward, downward or outward.
- P. Reaching – extending hand(s) and arm(s) in any direction.
- Q. Repetitive motion – substantial movements of the wrists, hands, fingers and/or feet for sustained periods of time.
- R. Sitting – particularly for sustained periods of time.
- S. Standing – particularly for sustained periods of time.
- T. Talking – expressing or exchanging ideas by means of the spoken word – communicating orally with others accurately, loudly and quickly.
- U. Walking – moving about on foot particularly for long distances.



**MEMORANDUM**

**DATE:** July 8, 2008  
**TO:** All University Supervisors  
**FROM:** Patrick D. Cavanaugh,  Vice President for Business & Finance  
**SUBJECT:** Policies for Salary Adjustments in FY 2009

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The following are policies that articulate and clarify the conditions and limitations for the following types of salary adjustments throughout the University:

1. Merit Pay
2. Faculty Promotion Awards
3. Promotion and reclassification adjustment
4. Equity Adjustments
5. Temporary Increases

**NOTE:** While factors such as differential changes in the cost of living or collective bargaining agreements may result in some differences in the salary adjustments from campus to campus, it is expected that the salary adjustment decisions on each of the University's three campuses adhere to these policies.

**MERIT PAY AWARDS**

**DEFINITION:** Adjustments to base pay from the merit pool allocated annually in the budget process to provide ordinary, annual adjustments for faculty and staff salaries. These annual pay adjustments are to be effective September 1<sup>st</sup> of each calendar year and are to be applied BEFORE any other adjustments.

**AMOUNT:** The Merit pool is calculated as a set percentage of current salaries associated with all authorized permanent positions. For the Stockton campus, the sum of all merit increases for each division for FY 2009 shall not exceed 3% of the salaries of eligible positions in the unit as of April 1, 2008. For the San Francisco campus, the sum of all merit increases for eligible faculty and non-contract staff shall not exceed 4% of their salaries. For the Sacramento campus, the sum of all merit increases for eligible faculty and staff shall not exceed 3.5% of their salaries.

**LIMITATIONS:**

- Merit money associated with a vacant position may NOT be allocated to one or more other filled positions; it will be applied to and must stay with the vacant position.

**ELIGIBILITY:**

- **Employed on March 31:** Employees who were employed on March 31, 2008, are eligible to receive an allocation from the Merit pool.
- **Hired on or after April 1:** Employees hired to start on or after April 1, 2008, are NOT eligible for a merit allocation for September 1, 2008.
- **Reclassified after April 1:** For employees in positions reclassified after April 1, 2008, the salary to be used for the basis of the merit pool shall be the lower of the salary before the classification or the salary after the classification.

**GRANT FUNDING:**

Grant Funded Positions: Employees funded by grant monies shall have their merit awards, if any, funded in accordance with the grant's particular provisions. (If grant positions are being terminated because of cut backs in funding, etc., the grant must pay for the employee's severance and accrued vacation from grant funds. If an employee is paid part from general fund and part from a funded source (i.e. special projects, grants, etc.), the merit award must be divided and funding sources divided appropriately. Funds from one source cannot be used to fund the other source.

**APPROVAL:**

- The amount of each employee's merit pay award shall be recommended by the supervisor and approved by the assigned Vice President, Provost or President. The amount of the merit pay award shall be based upon the employee's job performance.
- Complete the salary spreadsheet for your area and return to the appropriate Vice-President/Provost for approval. All worksheets will be reviewed by Human Resources and the VP for Business and Finance and sent to the President for final approval.
- No salary letters will be sent to employees until the President's final approval has been given by Human Resources to the appropriate Vice-President/Provost.

**FACULTY PROMOTION AWARDS:**

**DEFINITION:** Adjustments to faculty members' base pay which are awarded in conjunction with the granting of promotions in rank.

- Faculty approved by the President for promotion in rank to associate professor or to professor by April 15 will be granted the salary adjustment award the following September 1.
- The faculty promotion award is 5% of the faculty member's current base salary.
- Faculty funded by grant monies shall have their promotion awards, if any, funded in accordance with the grant provisions.
- Any adjustment for promotion described above shall be funded centrally with University monies budgeted for such purposes. (Adjustments larger than those described above shall be deemed to be equity adjustments and paid for from the unit's base budget.)

**STAFF PROMOTIONS AND RECLASSIFICATIONS:**

**DEFINITION:** A "promotion adjustment" is an adjustment in base pay associated with a current staff employee being hired into a different position. A "reclassification adjustment" is an adjustment in base pay associated with determination by the Department of Human Resources

that changes in the staff employee's position's scope and responsibilities justifies a change in pay grade.

- The amount of the award shall be recommended by the supervisor, reviewed for internal and external equity by the Human Resources Department and approved by the assigned Cabinet member.
- For promotions or reclassifications to the next higher pay grade, the centrally funded promotion or reclassification adjustment shall not exceed 5% of the employee's existing base salary.
- For promotions or reclassifications of more than one pay grade, the centrally funded promotion or reclassification adjustment shall not exceed 10% of the employee's existing base salary.
- That part of promotion or reclassification adjustment larger than described above shall be deemed to be equity adjustments and paid for from the unit's base budget, after appropriate review by Human Resources and approval by the assigned Cabinet member.
- Notwithstanding the foregoing, the employee's new salary after promotion or reclassification adjustment shall be within the pay range of the new pay grade assigned.
- Employees funded by grant monies shall have their promotions, if any, funded in accordance with the grant provisions.
- Employees funded by special projects or grants must have their reclassification adjustments funded by the identified source. In addition, monies from these sources cannot be used to increase the salaries of employees paid from the general fund.

#### **FACULTY AND STAFF EQUITY AWARDS:**

**DEFINITION:** Adjustments in base pay which are awarded based on the compensation for similar positions in appropriate market group. For FY 2009, no equity increases are provided under a faculty or staff pay plan. Any equity increases must be approved by the President upon approval of the appropriate Vice-President/Provost.

- The amount of the award for a position, pay grade or faculty rank shall be based only upon market analysis for comparable positions as conducted by the Department of Human Resources, the Office of Budget and Risk Management and (for faculty) the Office of Institutional Research and approved by the President.
- Monies approved for equity adjustments may NOT be allocated to another filled position;
- No monies for equity adjustment may come from reallocations within a unit without the President's prior approval;
- Employees are not eligible for an equity adjustment within the first two years of their employment in their current position.
- Employees funded by grant monies shall have their equity awards, if any, funded in accordance with the grant provisions.
- Notwithstanding the foregoing, special equity adjustments for individual employees can be considered by the assigned Vice President or Provost and approved by the President in order to:

1. Compete with an employment offer elsewhere. In such cases, written evidence must be submitted along with the proposed adjustment; and

2. Recognize extraordinary service or circumstance in which a special adjustment is warranted.
3. In such cases, the sponsoring unit shall identify the permanent funding source.
4. All exceptional increases (non-merit or equity) must be reviewed and approved by the Department of Human Resources to assess equity implications.

### **TEMPORARY ADJUSTMENTS**

**DEFINITION:** Adjustments in base salary associated with the temporary but significant responsibilities being added to an employee's job expectations.

- The amount of the award shall be recommended and the funding source shall be identified by the supervisor, reviewed by the Department of Human Resources for equity purposes and then, approved by the assigned Vice President, Provost or President.
- Employees funded by grant monies shall have their awards, if any, funded in accordance with the grant provisions.
- If an employee is paid part from general fund and part from a funded source (i.e. special projects, grants, etc.), the merit must be divided and funding sources divided appropriately. Funds from one source cannot be used to fund the other source.

Employees funded by special projects or grants must have their merit and equity adjustments funded by the identified source. In addition, monies from these sources cannot be used to increase the salaries of employees paid from the general fund.