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Talent Management

PROCEDURE FOR SALARY RANGE ASSIGNMENTS OF MSUAASF POSITIONS

Minnesota State

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Minnesota State Colleges and Universities
Administrative Procedure for Salary Range Assignments of MSUAASF Positions

PURPOSE

The purpose of this administrative procedure is to document the process used to assign new MSUAASF positions to a salary range and to review and, where appropriate, change the salary range assignment of existing positions when substantive changes in duties and responsibilities occur.

GENERAL PROVISIONS

Several documents will be used in this process. It is the responsibility of the hiring administrator to provide the Position Description documenting the duties and responsibilities of the position, the prior position description (if applicable), a cover memorandum explaining why the position should be evaluated, and an organizational chart that includes all positions in the organizational unit and shows reporting relationships. Organizational charts must show individual positions, not functions. A review of a position will not take place until all documentation has been received by the campus Human Resources Office.

A Campus Evaluation Committee (CEC) shall be established at each state university. The CEC is comprised of the campus Human Resources Director or designee, a MSUAASF campus representative, and a Vice President or designee, who must be a MnSCU Administrator. The direct hiring administrator over the position being evaluated shall not serve on the CEC for that position. All CEC members must have received training in the use of the Position Allocation Matrix prior to serving on the CEC. The function of the CEC is to review requests for new salary range assignments or re-evaluations of existing assignments and to make recommendations to the System office. CEC members will use the MSUAASF Position Allocation Matrix, Glossary of Terms, Underlying Assumptions, and Evaluation Worksheet in their review of the documents provided by the hiring administrator.

A System Evaluation Committee (SEC) shall be established. The SEC is comprised of the Associate Vice Chancellor for Human Resources or designee, a campus Human Resources Director or designee, a MnSCU Administrator from a campus and two (2) MSUAASF representatives. The direct hiring administrator over the position being evaluated shall not serve on the SEC for that position. All SEC members must have received training in the use of the Position Allocation Matrix prior to serving on the SEC. For purposes of continuity and consistency, the MSUAASF appointments to the SEC should be staggered. The function of the SEC is to review appeals of salary range assignment recommendations made by the CEC and/or the System office. The SEC is not limited in its deliberation to the content of the appeal, but may consider all relevant information available to determine the appropriate range assignment of the position. The decisions of the SEC are final and not subject to the grievance procedure contained in the collective bargaining agreement.

If a request for review of a salary range assignment results in a change to a higher salary range, the results shall be implemented effective the date the fully documented request was received by the Campus Human Resources Office.

POSITION EVALUATION PROCESS

Actions:	Responsible Party:
<p>Consult with Campus Human Resources Office regarding the position review process and required documents. Complete and sign the position description. Create or obtain a current and complete organization chart. Write a cover memo explaining the rationale for the request, explaining the substantive changes in duties and responsibilities, and whether you're requesting a range assignment/review. Submit the documents to the Campus Human Resources Office. Note: Position descriptions should be reviewed and updated annually or as necessary. All updated position descriptions should be submitted to Campus HR for review.</p>	<p>Employee or Hiring administrator</p>
<p>As noted above, consult with hiring administrator or employee before beginning the position review process. Review documentation for accuracy, completeness of all appropriate agreed upon documentation and ensure substantive changes are noted. After campus HR review, if there are no substantive changes in the position, the updated description would be included in the campus Human Resources file. Campus HR notifies the hiring administrator or employee and no further action is needed. If the documentation is accurate and complete and substantive changes are noted, log the audit request to identify the date for potential back pay. Submit audit packet to appropriate University Vice President/designee for approval. Notify Employee or Hiring administrator of appropriate University Vice President/designee approval or denial. If approved, convene a meeting of the CEC.</p>	<p>Campus Human Resources Office</p>
<p>Provide the Employee or Hiring administrator an opportunity to make a presentation to the CEC for the committee to review and evaluates the position. Use the Position Allocation Matrix and supporting documents to formulate a committee recommendation on the appropriate salary range assignment. Complete the evaluation worksheet to document fully the rationale for the recommendation.</p>	<p>Campus Evaluation Committee</p>
<p>After the CEC range review, forward the completed CEC individual and group evaluation worksheets, new and prior (as applicable) position descriptions, organization chart, cover memo, FLSA forms, supplemental information presented at the CEC meeting, and job audit cover sheet to the assigned System office HR representative.</p>	<p>Campus Human Resources Office</p>

Actions:	Responsible Party:
Review the documentation and the CEC recommendation and determine appropriate range assignment for all range assignment/review requests. Provide rationale for the determination. Notify, in writing, the Campus Human Resources Office of the range assignment.	System office HR representative
Notify, in writing, the employee, hiring administrator and CEC members of the determination made by the System office HR representative. Provide Employee or Hiring administrator with appeal information and the 30 calendar day appeal deadline. Notify Campus Association of final determinations (see Article 3, Section C of BU agreement).	Campus Human Resources Office

APPEALS

When the employee and/or hiring administrator is notified of a final range determination, the Employee or Hiring administrator may appeal the result.

APPEAL PROCESS

Actions:	Responsible Party:
<p>Write appeal, providing the rationale for the appeal and additional information not contained in the original request for review. Submit written appeal to the Campus HR Office so that the appeal can be submitted to the system office within the 30 calendar day appeal deadline.</p>	<p>Employee or Hiring administrator</p>
<p>Campus HR will forward the appeal to the System office HR representative to be added to the SEC agenda. The written appeal and rationale must be submitted to the System office HR representative within 30 calendar days of the final determination notice. If no written appeal is timely filed, then the salary range determination of the System office HR representative will be final. Upon approval in advance by the Associate Vice Chancellor for Human Resources or their designee this deadline may be extended. Written correspondence as provided in this provision may be by e-mail.</p> <p>To be considered for the next scheduled SEC meeting, Campus HR staff must ensure that appeal materials are submitted within the 30 calendar day deadline and at least 10 days before the scheduled SEC meeting.</p> <p>Notify CEC of appeal request.</p>	<p>Campus Human Resources Office</p>
<p>Convene regularly scheduled meetings of the SEC as needed. Appeal requests will be included in the earliest possible SEC meeting given the volume of appeals.</p>	<p>Associate Vice Chancellor for Human Resources or designee.</p>
<p>Provide the Employee or Hiring administrator with an opportunity to make a presentation to the committee as the committee reviews the appeal documentation. Evaluate the position using the Position Allocation Matrix and supporting documents. The SEC is not limited in its deliberation to the content of the appeal, but may consider all relevant information available to determine the appropriate range assignment of the position. The SEC's decision is final and not subject to the grievance procedure in the collective bargaining agreement.</p>	<p>System Evaluation Committee</p>
<p>Notify, in writing, the campus Human Resources Office of the SEC's decision.</p>	<p>Associate Vice Chancellor for Human Resources or designee</p>
<p>Notify, in writing, the CEC, employee and hiring administrator of the SEC's decision. Notify Campus Association of final determinations.</p>	<p>Campus Human Resources Office</p>

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Underlying Assumptions

That Apply to the Use of the MSUAASF Position Allocation Matrix and the Evaluation Process

1. When conducting an evaluation, the Position Description and organizational structure and other supporting documentation will be considered.
2. Position allocations are based upon ongoing duties and responsibilities. Temporary work assignments are not a factor.
3. Position qualifications (degrees and experience) are based upon the documented responsibilities of the position, not the qualifications of the incumbent.
4. Higher level positions will incorporate lower levels of functioning.
5. Normally, a position meets all of the elements within each individual range factor level in order to be placed at that level.
6. Often positions will have responsibilities at multiple levels. No single factor will determine the level of a position. The whole position and its core purpose and the relative importance of the duties and the amount of time spent performing the critical essential work of the position **must** support the range recommendation or determination.
7. Positions are not benchmarked against or compared to other positions in the system for evaluation purposes. Positions are individually evaluated based upon the duties and responsibilities assigned to the position using the evaluation tools provided.
8. Position titles have no relationship to salary range assignments. A change in working title does not equate to a change in range.
9. Position duties transferred/reassigned between positions must be explained and documented within the process (e.g., in the position description, cover memo) and may result in the re-evaluation of other positions.
10. A salary range reassignment evaluation request would not be appropriate when an increase/decrease occurs in the volume of the same kind and level of work already assigned, as a reward for good performance, or because an employee has progressed to the maximum of his/her salary range.

Glossary of Terms

Used in Allocation Matrix for MSUAASF Positions

We have adopted the following glossary for the purpose of using the allocation matrix.

Complexity terms:

Low complexity – Simple, straight forward, easy to define and proceduralize; predictable, few unknowns; change is infrequent and slow; same tasks done repeatedly, very little variation; short time horizon; contribution has low impact, impact of mistakes is low

Medium complexity – Complicated but knowable; mostly predictable with some unknowns; regular, but manageable change; some routine, some non-routine tasks, moderate variation; short to medium time horizon; contribution has low to medium impact, impact of mistakes is medium to high

High complexity – Complex relationships and interactions, difficult to know; frequent unpredictable events, high degree of unknowns; change is constant; high variety and differentiation of tasks, rarely do the same tasks the same way twice; long time horizon; contribution has high impact, impact of mistakes is high

Function/Functional area – performance of one or more activities, specific as to objectives and content with appropriate awareness of related activities, e.g., financial aid, admissions, institutional research, residential life, advancement, athletics.

Knowledge terms:

Advanced knowledge – Broad and/or deep knowledge in an advanced professional field of expertise requiring command of complex practices/precedents and/or sophisticated concepts/principles. Specialized skills and knowledge have been supplemented by substantial, applicable work experience enhancing the ability to provide technical leadership and guidance to other specialists.

Comprehensive knowledge – *In addition to advanced knowledge, very deep specialization in complex fields of knowledge providing authoritative and determinative knowledge and insights for the organization.*

Matters of Significance – examples of matters of significance include but are not limited to, makes independent choices, free from immediate direction; commits the institution on matters with significant financial impact; waives or deviates from established policies and procedures without prior approval; would be asked to testify as the subject matter expert on the school's behalf if their functional area was involved in some kind of litigation; establishes and enforces some new kind of rule or procedure that would be binding upon other people

Operational budget - Non-Human Resources budgets.

Policy - Officially established courses of action that coordinate and execute activities throughout organization. When effectively deployed, policies focus attention and resources on high priority issues to achieve the organization's mission statement and goals. Policies provide the operational framework within which the organization functions. They are formal statements of intent that mandate principles or standards that apply to the institution's governance or operations or to the practice and conduct of employees and students.

Procedure – The official operational process required to implement an organization's policy. The series of steps taken to achieve an end or an established method for conducting the affairs of the organization. If policy is "what" the institution does operationally, then its procedures are "how" to carry out those policies. Procedures are statements designed to comply with the requirements of an organization's policies by establishing specific criteria that must be met by employees, students, vendors, consultants, visitors, etc. Procedures set out, often in a step-by-step fashion, describing the university requirements for a particular course or mode of action. Procedures clearly define how a policy will be implemented and by whom.

Professional terms:

Para-professional - combination of basic scientific or technical knowledge and manual skills that can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Work performed is normally supportive of a professional discipline, but does not require knowledge of the theoretical principles of the field. Some independence in judgment is typically required. Some positions in this category may require licensing or registration.

Professional - Work predominantly intellectual and varied in character, as opposed to routine mental, manual, mechanical or physical work; involving the consistent exercise of discretion and judgment in the theoretical principles and techniques of a field of science or learning, however acquired, but customarily acquired by a prolonged course of specialized instruction and study in an institution of higher learning.

Advanced Professional - At this level, incumbent will be recognized for expertise in a particular field and for work that has impact on institution-wide or statewide level. More frequent responsibility for directing or training/guiding others in the discipline, for program or project development, or for representing the function to external stakeholders. Accountability will extend to impacts well beyond the individual, e.g. policies or public relations.

Regularly persuades – as an integral part of the work of the position, frequently influences or convinces others to do something through reasoning or argument. This could occur on a daily, weekly or seasonal basis.

Regularly negotiates – as an integral part of the work of the position, frequently reaches agreements or compromises with others through the exchange of proposals and ideas to reach a formal settlement, agreement, or contract. This could occur on a daily, weekly or seasonal basis.

Stakeholders – An individual or constituent group with common interests that has internal or external associations to the university (e.g. students, faculty, workgroups, state officials, alumni, booster clubs, parents, embassy officials, elected officials, Code officials, donors, local community members, etc.).

Position Allocation Matrix for Use in Evaluating MSUAASF Positions

(Words from the glossary appear in **bold** when they are used)

Level	A	B	C	D	E
FACTOR 1: KNOWLEDGE & EXPERTISE	<p>At minimum: Bachelor’s degree or two years of para-professional experience or an equivalent combination of post-secondary training, education and/or para-professional experience.</p> <p>Work needs to require knowledge, skills and abilities such as:</p> <ul style="list-style-type: none"> • Ability to provide customer service to meet student or program needs • Ability to understand complexity of issues sufficient to make appropriate referrals • Basic knowledge of the higher education environment and general practices • Basic knowledge of the functional area sufficient to accomplish work assignments 	<p>At minimum: Master’s degree in a content-specific field or Bachelor’s degree plus one year of professional experience in a content-specific field or two years of professional experience or an equivalent combination of post-secondary training, education and/or professional experience.</p> <p>Plus: Work needs to require knowledge, skills and abilities such as:</p> <ul style="list-style-type: none"> • Knowledge of a specific function sufficient to accomplish multiple work assignments and projects. • Ability to understand the impact of work on other functions • Ability to integrate general knowledge of other functions into the provisions of information and advice to customers 	<p>At minimum: Master’s degree plus one year of professional experience in a content-specific field or Bachelor’s degree plus two year of professional experience in a content-specific field or three years of professional experience in a content-specific field or an equivalent combination of post-secondary training, education and/or professional experience.</p> <p>Plus: Work needs to require knowledge, skills and abilities such as:</p> <ul style="list-style-type: none"> • Knowledge of a complex body of practices and procedures for a specific function • Ability to integrate knowledge of multiple functions to accomplish objectives • Ability to relate the work of multiple functions to the broader work of the university 	<p>At minimum: Master’s degree plus three years of advanced professional experience in a content-specific field or Bachelor’s degree plus four years of advanced professional experience in a content-specific field or an equivalent combination of post-secondary training, education and/or advanced professional experience.</p> <p>Plus: Work needs to require knowledge, skills and abilities such as:</p> <ul style="list-style-type: none"> • Advanced knowledge of a complex set of principles, policies, practices and data applicable to the operations of multiple functions • Ability to serve as credible expert for policies, procedures, and practices in functional area on behalf of university 	<p>At minimum: Master’s degree plus five years of advanced professional experience in a content-specific field or Bachelor’s degree plus six years of advanced professional experience in a content-specific field or an equivalent combination of post-secondary training, education and/or advanced professional experience.</p> <p>Plus: Work needs to require knowledge, skills and abilities such as:</p> <ul style="list-style-type: none"> • Comprehensive knowledge of a complex set of principles, policies, practices and data applicable to the operations of multiple functions • Ability to serve as recognized authoritative expert across one or more functional areas on behalf of university

Level	A	B	C	D	E
FACTOR 2: RESOURCE MANAGEMENT	<p>Expected to accomplish multiple work activities with differing deadlines.</p> <p>Plans and organizes own time to achieve tasks within identified work/project deadlines.</p> <p>Understands how their work relates to the work of others.</p> <p>May assign work to and train others.</p> <p>Magnitude of impact on the institution: May make recommendations impacting budget and/or monitor budget or portion of budget.</p>	<p>Plus: Develops and manages small to medium projects of low complexity and risk to deliver on identified goals and objectives.</p> <p>Gathers and defines assignment/project specifications.</p> <p>Recommends action steps.</p> <p>Develops time estimates and work/project plans.</p> <p>Monitors costs, schedules, resources, scope and risks.</p> <p>Forms and directs work/project team, communicates roles and expectations.</p> <p>Implements established methods for assessing work/projects.</p> <p>Resolves conflict within assigned work/projects.</p>	<p>Plus: Develops work/project plans for large projects of medium complexity to deliver on identified goals and objectives.</p> <p>Develops cost estimates.</p> <p>Designs process assessments.</p> <p>Redesigns work/project for process improvement.</p> <p>Recommend staffing/resource requirements for projects.</p> <p>Ensures project team members have tools/training needed.</p> <p>Magnitude of impact on the institution: May have discretion to manage and control operational budget of \$100,000 or less.</p>	<p>Plus: Identifies new initiatives and work priorities and project goals and objectives.</p> <p>Manages multiple work/project plans for large projects with high complexity and risk.</p> <p>Provides work/project management consultation.</p> <p>Prioritizes work/project requirements.</p> <p>Analyzes and develops overall methods for assessing work/projects.</p> <p>Identifies opportunities/weaknesses within work/projects and makes specific changes to structures, processes or people to improve work/project performance.</p>	<p>Plus: Manages large work/project plans of high complexity and risk impacting the whole university, multiple institutions or the entire system.</p> <p>Determines staffing/resource requirements for work/projects.</p> <p>Develops best practices, for assessing work/projects.</p> <p>Manages conflict resolution within framework of university and work/project objectives.</p> <p>Obtains sponsorship, funding and buy-in to support initiatives.</p> <p>Resolves problems across the organization and resistance to change.</p> <p>Magnitude of impact on the institution: Authority to manage operational budget and commit resources that have a significant impact on the university of >\$100,000.</p>

Level	A	B	C	D	E
FACTOR 3: COMMUNICATIONS & RELATIONSHIPS	<p>Expected to regularly interact with students and others inside and outside the institution.</p> <p>Requires ability to request and convey information clearly and accurately with courtesy, tact and effectiveness and cause understanding in others, both orally and in writing.</p> <p>Requires sensitivity to others' points of view in order to cause understanding and influence behavior, e.g., in recruiting or training situations or when dealing with demanding customers or difficult situations.</p>	<p>Plus: Expected to communicate to a wide variety of audiences, framing the method of communication appropriately to support, influence, advise or counsel others aimed at causing a change of opinion or action.</p> <p>Seeks additional clarifying information and applies technical knowledge or rational arguments.</p> <p>Regularly resolves conflict when it occurs within assigned work/projects.</p>	<p>Plus: Expected to determine what should be communicated and when to assist in developing different types of relationships with varied audiences.</p> <p>Regularly deals with unexpected complex situations defined as: –Has multiple steps AND –Involves multiple functions AND –Recommends significant change to existing procedure or makes one time exceptions to existing procedure AND –Has potential for impact external to organization</p>	<p>Plus: Expected to communicate to multiple types and levels of audiences in a broad range of situations.</p> <p>Regularly persuades others-to further goals of the functional area.</p> <p>Expected to regularly present to senior management.</p> <p>Desired results have a broad impact.</p> <p>Regularly resolves escalated complaints when they occur.</p>	<p>Plus: Expected to represent their functional area(s) university-wide, to the system office, and externally in the community.</p> <p>Regularly negotiates and creates agreements so that new courses of action persist.</p> <p>Desired results have a university-wide impact.</p>

Level	A	B	C	D	E
FACTOR 4: PLANNING & ASSESSMENT	<p>Plans daily or weekly work based on functional area's priorities.</p> <p>Priorities identified by others.</p> <p>Focus is on executing their part of the functional area's work plan over a monthly, semester or annual basis.</p> <p>Gathers assessment data and conducts assessment activities as assigned.</p>	<p>Plus: Understands functional area goals & objectives and applies them to establish monthly, quarterly and annual priorities for self.</p> <p>Recommends assessment activities or methods for functional area.</p> <p>Assists in designing and conducting assessment projects.</p>	<p>Plus: Recommends annual goals & objectives for functional area.</p> <p>Applies functional area's goals & objectives and establishes annual priorities for others.</p> <p>Designs and conducts assessment projects for functional area consistent with the university's strategic plan.</p>	<p>Plus: Creates annual goals & objectives for functional area consistent with the university's strategic plan.</p> <p>Recommends goals & objectives for functional area for a biennium or longer.</p> <p>Analyzes functional area assessment results and identifies and implements modifications to annual work activities to deliver on the university's strategic plan.</p>	<p>Plus: Creates goals & objectives for functional area(s) for a biennium or longer consistent with the university's strategic plan.</p> <p>Evaluates functional area(s) assessment results and determines modifications to functional area's goals & objectives consistent with the university's strategic plan.</p>

Level	A	B	C	D	E
FACTOR 5: DECISION MAKING & ACCOUNTABILITY	<p>Applies established policies, procedures and precedents for the functional area.</p> <p>Follows established laws and regulations of State and Federal agencies and other governing bodies (e.g., NCAA, ICE, NCA/HLC).</p> <p>Seeks guidance on non-routine or complex issues.</p> <p>Identifies and recommends process improvement within a functional area.</p>	<p>Plus: Interprets established policies, procedures and precedents within a functional area.</p> <p>Develops, obtains approval for and implements work process improvements within a functional area.</p>	<p>Plus: Makes decisions within a functional area choosing from among multiple courses of action that affect stakeholders with diverse interests.</p> <p>Decisions may affect more than one functional area.</p> <p>Communicates with key-stakeholders prior to implementation.</p> <p>Interprets established policies, procedures and precedents relative to complex issues that impact functional area(s).</p> <p>Make decisions on behalf of the institution on matters of significance, for example, granting appeals and exceptions where precedents exist.</p> <p>Recommends new and creative solutions within a functional area.</p>	<p>Plus: Reviews decisions made at lower levels.</p> <p>Consults on complex situations with key stakeholders.</p> <p>Interprets laws and regulations.</p> <p>May recommend and develop policies and procedures for functional area(s).</p> <p>Grants appeals and exceptions where no precedent exists.</p> <p>Identifies and develops solutions to proactively address issues within a functional area or areas.</p>	<p>Plus: Makes decisions that balance competing priorities.</p> <p>Ensures needs of university management are addressed.</p> <p>Serves as key internal communicator on university wide issues.</p> <p>Identifies applicable laws and regulations for interpretation and implementation.</p> <p>Develops, obtains approval of and implements policies and procedures for functional area(s).</p> <p>Executes solutions affecting multiple functional areas.</p>

MSUAASF Range Assignment Appeal Process Guidelines

A meeting of the System Evaluation Committee (SEC) has been scheduled to hear your appeal of the range assignment evaluation of your position. Please note the SEC is not limited in its deliberation to the content of the appeal, but may consider all relevant information available to determine the appropriate range assignment of the position. The SEC's decision is final and not subject to the grievance procedure in the collective bargaining agreement.

Preparing for any presentation can be time-consuming and at times anxiety promoting. This document is intended to help you use your time most efficiently and dispel some anxiety. In the presentation, you will be talking with five evaluators/raters. Their goal is to gain a thorough understanding of the job so that an accurate evaluation is achieved. The Minnesota State HR representative from the System office will be facilitating the meeting.

The committee members will have received in advance the position description, the hiring administrator's memo, an organizational chart, any other material that was provided at the time of the original audit request and any additional information submitted with the appeal request. The committee members will have reviewed these materials, and will have a basic understanding of the role of the position you are presenting.

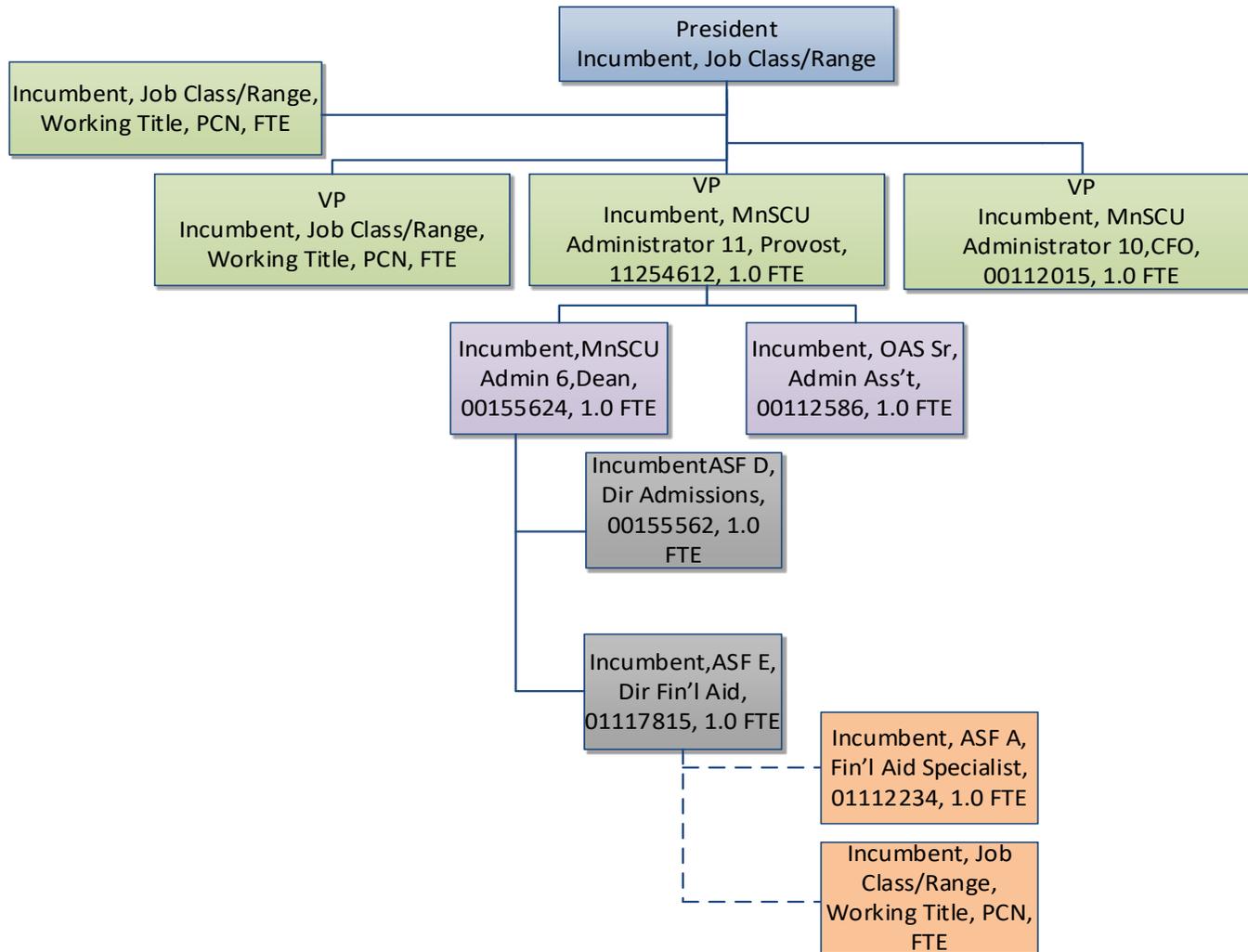
Typically, the hiring administrator and/or other members of the functional area will present the appeal to the SEC members and answer any questions they may have. The incumbent may attend to clarify the position in more detail, if necessary. A representative of the Campus HR Office must participate and assist with any questions.

Following are a few guidelines that may be helpful to you in making the presentation:

1. **Give a brief presentation of the job.** Describe the job duties and the purpose of the position. You may bring samples or work products or outcomes if you wish, but the SEC members may not have the time to review these materials.
2. **Organize your presentation to cover the five factors on the Position Allocation Matrix.** These are the dimensions on which the job will be evaluated, and it is helpful to the SEC if you organize your presentation around them. The committee members will have the original materials and appeal information for this position so all you will need to do is expand on the questions and provide specific examples to better clarify your responsibilities.
3. **There will be a question and answer period after your presentation.** You should be prepared to field questions. All members of the SEC may ask questions to better understand the position's responsibilities, and its role within the university. You may be asked about your responsibilities as the hiring administrator of the position.
4. **Limit your presentation to a maximum of 20 minutes.** The entire process, including the question period, should last approximately 30 to 45 minutes. After you have concluded the presentation and answered all questions and have left, the committee members will then discuss and evaluate the position and make a final decision on the range assignment.

The HR representative of the System office will endeavor to contact your Campus HR office within two business days of the SEC meeting and give them the final outcome and then follow up with a written notice of the final salary range determination.

Organizational Chart Illustration



MSUAASF Position Evaluation Worksheet
(For use with Position Allocation Matrix)

Position Title: _____ Name of Incumbent: _____

University: _____ PCN: _____ Date: _____

CEC/System office HR Rep/SEC Evaluator: _____

Factor	A	B	C	D	E	Notes (Provide a rationale for each factor rating.)
1 Knowledge, Expertise						
2 Resource Management						
3 Communications & Relationships						
4 Planning & Assessment						
5 Decision Making & Accountability						

Overall Salary Range Recommendation: (Select One) A B C D E

Rationale for recommendation:

Please note: Submit completed individual and group CEC worksheets to the system office

Checklist for MSUAASF Range Assignment/Reassignment Request

The following checklist is to be used to ensure the appropriate documentation is submitted at each of the steps for a MSUAASF salary range assignment/reassignment. A review of the request cannot begin until all appropriately documented information has been received at each of the steps in the process. If submitted information is incomplete, you will be contacted regarding missing information.

Position: _____ **PCN:** _____
Incumbent: _____ **University:** _____

HIRING ADMINISTRATOR/INCUMBENT

- 1. Consult with Campus HR
 - Identify appropriate bargaining unit for the new/vacant position
 - If position is MSUAASF, ensure Hiring Administrator and Incumbent understand the position range assignment/review process requirements
- 2. Complete Hiring Administrator cover memo explaining:
 - Is the work new?
 - What is being requested?
 - What is the need for the position?
 - What is the impact on the other positions in the unit?
 - For continuing positions:
 - What is being requested?
 - Why has the position changed?
 - How has the position changed?
 - What is the impact of the change on the other positions in the unit?
- 3. Update, sign and date position description
 - Hiring administrator and
 - Incumbent (if applicable)
- 4. Update organization chart
 - Include at least 2 levels of positions above and below the position being reviewed
 - Include the following for each position on the chart
 - Incumbent's name
 - Current job class or salary range
 - Working title
 - Position Control Number (PCN)
 - Full-time equivalency (FTE)
- 5. Obtain and include copy of prior position description (as applicable)
- 6. If appeal, submit appeal information to Campus HR so that the appeal can be submitted to System office HR within 30 days of final determination notice

CAMPUS HR REVIEW

- 1. Check for complete audit packet
 - Hiring Administrator cover memo
 - Updated signed and dated position description
 - Updated organization chart
 - Prior position description, if applicable
- 2. Review audit materials
 - Does the PD accurately reflect the job? If no, meet with hiring administrator/incumbent to update PD.

- Does the position meet the statute definition for academic? If no, notify hiring administrator and revise materials and submit audit using appropriate position description template and job review/audit process.
 - Is there a substantive change in the level of work of the position over time since the last review of the position?
 - If no, notify hiring administrator and discuss whether to proceed with audit.
 - If yes, note date of receipt of complete documentation
:_____
 - Log audit request in campus classification log
3. Submit updated, signed, dated job review/audit packet to appropriate **University VP/designee** for approval and sign-off.
4. Obtain reviewed packet from University VP/designee
- If approved, ensure have University VP/designee signature and date on position description.
 - If not approved or major changes requested, meet with hiring administrator and start process from beginning.
5. Schedule CEC meeting
- Invite Hiring administrator/Incumbent to CEC meeting to present
 - Advise Hiring administrator/Incumbent on CEC process
6. Collect CEC information:
- Completed CEC individual and group evaluation worksheets
 - Summary of CEC discussion of any issues regarding the review
 - Additional materials used by hiring administrator/incumbent during CEC presentation
7. Complete FLSA exemption test form
8. Prepare job audit cover sheet with:
- Correct/New Position Control Number (PCN)
 - Incumbent's name (if current PCN) or "New"
 - In "Present" section (if not new): Current salary range job class code, salary range job class title, salary range, bargaining unit
 - In "Proposed" section (if known): Requested job class code, title, salary range, bargaining unit
 - Note date of receipt of complete documentation from Hiring Administrator (for potential back-pay) in Notes section
9. Submit all CEC range reviews to System office HR for review and include:
- Hiring Administrator memo
 - Updated signed and dated position description (with Hiring administrator, Incumbent, & University designee signatures)
 - Updated organization chart
 - Prior position description (as applicable)
 - Audit cover sheet completed by Campus HR (with potential back pay date noted)
 - FLSA exemption test form completed by Campus HR (signed and dated)
 - Completed CEC individual and group evaluation worksheets
 - Summary of CEC discussion of any issues regarding the review
 - Additional materials used by hiring administrator/incumbent during CEC presentation
10. Notify, in writing, Hiring administrator/Incumbent of System office HR approval or denial
11. If Hiring administrator/Incumbent decide to appeal, ensure appeal information submitted to System office HR within 30 days of final determination notice

- Provide *MSUAASF Range Assignment Appeal Process Guidelines* (1 page document) to affected employee and Hiring Administrator
12. In the case of an appeal, notify, in writing, Hiring administrator/Incumbent of SEC approval or denial

CAMPUS EVALUATION COMMITTEE (CEC) REVIEW

1. Review audit materials
- Hiring Administrator memo
 - Updated signed and dated position description
 - Updated organization chart
 - Prior position description (as applicable)
 - Audit cover sheet
2. Before the CEC meeting, each committee member completes an individual worksheet with salary range recommendation and explanation for each factor noted
3. CEC meets and listens to Hiring administrator/Incumbent presentation
- Each CEC member will take time to make any final edits to their individual worksheets based on the information heard
4. CEC discusses and completes group evaluation worksheet with explanation for each factor AND final recommendation for salary range noted
- CEC summarizes discussion of any issues regarding the review to be included with the full review/audit packet submitted to the System office
5. CEC submits to Campus HR all audit materials, including any additional materials provided by hiring administrator/incumbent during CEC presentation

SYSTEM OFFICE HR REVIEW

1. Review audit materials for completeness:
- Hiring Administrator memo
 - Updated signed and dated position description
 - Updated organization chart
 - Prior position description (as applicable)
 - Audit cover sheet completed by Campus HR (check for note of potential back pay date)
 - FLSA exemption test form completed by Campus HR with signature and dated
 - Completed CEC individual and group evaluation worksheets
 - Summary of CEC discussion of any issues regarding the review
 - Additional materials used by hiring administrator/incumbent during CEC presentation
2. System office HR analyzes and evaluates position and completes
- Evaluation worksheet with salary range and explanation for each factor noted and final recommendation for salary range noted
 - Final determination notice and worksheet (if applicable) and any recommendations or comments about changes in the PD emailed to Campus HR
3. If appealed, appeal information is received in System office HR within 30 calendar days of final determination notice given to employee
(Date final determination sent _____; Date appeal received _____)
4. Prepare materials for scheduled SEC meeting
5. System office HR collects SEC materials, finalizes the group evaluation worksheet, completes final appeal determination and emails to Campus HR
- System office will endeavor to contact the Campus HR office within two business days of the SEC meeting to give the final outcome and then follow up with the written notice of the determination

SYSTEM EVALUATION COMMITTEE (SEC) REVIEW

- 1. Review audit materials for completeness:
 - Hiring Administrator memo
 - Updated signed and dated position description
 - Updated organization chart
 - Prior position description (as applicable)
 - Audit cover sheet completed by Campus HR
 - FLSA exemption test form completed by Campus HR with signature and dated
 - Completed CEC individual and group evaluation worksheets
 - Summary of CEC discussion of any issues regarding the review
 - Additional materials used by hiring administrator/incumbent during CEC presentation
 - System office HR completed evaluation worksheet
 - Appeal information from campus submitted to System office HR
- 2. Before the SEC meeting, each committee member completes an individual worksheet with salary range recommendation and explanation for each factor noted
- 3. SEC meets and hears hiring administrator/incumbent presentation
 - Each SEC member will take time to make any final edits to their individual worksheets based on the information heard
- 4. SEC discusses and completes group evaluation worksheet with explanation for each factor AND final recommendation for salary range noted