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## Human Resource Services

### Major Compensation Factors Definitions for use in Exempt Position Evaluation

**These factors will be used to evaluate and assign positions to salary levels where no market data exists**

**Scope of Responsibility**- appraises the position's breath and depth of either administrative or managerial influence over processes and/or programs. The appraisal is based on evaluation of the positions primary duties and responsibilities. This factor measures how the primary duties of the position directly relate to management of the college's policies or general operations (i.e., professional, administrative or executive work) of the college. Specifically, this factor appraises the positions responsibility for policy, directing and controlling either general or program operations or the amount of accountability for the allocation of college resources and program results on either a division or department level.

The position evaluation will consider the:

\*Scope of position's operational responsibility- oversee a unit, college wide program, department, division or college wide

\*Scope of position's financial responsibility- program budget, department budget, division budget, college budget

\*Complexity and size of organizational unit – number of different functions, programs and number of staff and managers

**Supervision** - appraises the number (head count & FTE) and responsibility level of the employees which a position oversees, and the amount and type of supervision provided by the position. Headcount will include Direct reports, indirect reports and number of student employees. This factor measures the degree and/or level of supervisory/leadership responsibility, which may be assigned to the position, in the oversight of an employee work. The factor defines the extent of control exercised by the position with respect to the way assignments are made; the latitude that the position has in performing and/or determining work methods and priorities for other employees. Levels of supervision can range from no responsibility for others' work; to training/assigning/reviewing others' work for accuracy and quality; to leading others in accomplishing tasks and assignments; to supervising through setting work assignments and schedules along with recommending candidates for appointment, discipline, termination and training, and establishing overall standards of performance/evaluating performance. The highest level of supervision involves the direct authority to set staff work priorities, goals and assignments on a divisional/departmental level as well the authority to hire, evaluate, and discipline.

**Accountability** - appraises the position's accountability for the allocations of resources and program results including freedom to organize, plan, execute and control tasks, as well as the probability of errors and the consequence of errors not being detected.

**Impact**- appraises the position's level of influence on the operation and outcomes of college's programs. This factor appraises the position's ability to control or direct program activities and outcomes within a unit, department, division or the college as a whole.

**Freedom to act: Independent decision-making**- appraise the positions ability to act autonomously. This appraises the position requirement for consistent exercise of discretion and independent judgment including making a decision to depart from either prescribed standards and or recommending change in operation procedure or policy.

**Authority**-appraise the position's ability to exercise decision-making in terms of personnel, programs and budgets. This factor defines the positions ability to commit the employer resources in terms of personnel, programs and/or finances.

## Major Compensation Factors Definitions for use in Exempt Position Evaluation continued

**Communication skills** – is the appraisal of the position’s requirement for proficiency in interpersonal, oral and written communication including the need to explain complex and or technical information using clear and simple language; requirement to actively listens to others and present information and data to others in a understandable manner. The following communication skill requirements of a position will be appraised:

**Interpersonal-** appraises the level of human relation skills required by the position including the level of diplomacy and tact required, as well as defines the necessary level of capability in interpersonal communication, such as skill in listening, dialogue, mediation, persuading, advocacy, counseling and advising, mentoring, negotiating, along with the frequency and difficulty of interpersonal contacts and relationships with others. Also, this factor appraises the position requirement to influence and collaborate with others along with the necessity to use effective communication as means to facilitate agreement through use of conflict resolution techniques to calm people in either stressful or antagonistic situations.

**Writing-** appraises the position requirements for the preparation of written documents with grammatical proficiency. Defines the position requirement for skill in composing clear, easy to read documents while choosing of the most effective form (memo, letter, picture, report, email, web page) to express information; considers requirement for presenting information in simple and organized way; necessity to proofread and edit information to improve its clarity, organization, content according to accepted of rules of English grammar (grammar, spelling, word usage and composition).

**Speaking-**defines the position requirement for skill in public speaking, meeting organization and/or meeting facilitation along with the level of proficiency necessary in meeting facilitation and oral presentation.

**Professional Capability Requirements** - appraises minimum Knowledge, Skill & Ability (KSA’s); education; experience and training that are necessary to perform the job with proficiency.

**Experience-** defines the number of years of on the job experience necessary to become fully proficient in the job.

**Education-**defines the minimum job specific knowledge and educational training necessary to perform the job

**Knowledge, Skills and Abilities (KSA’s)** –defines the job specific knowledge, skill and ability required to perform the position with full proficiency.

**Certification or Licensure Requirements** - defines any legally mandated license or any professional certification required to perform the position, or when a bona fide occupational qualification exist/applies.

**Creative Professional Performance-** Appraises the position’s primary duties involvement with work activities requiring problem solving, invention, imagination, originality or talent in a recognized professional field. The position’s work is assessed on how much latitude exists to develop an original work product and/or solutions to complex and or unique problems and challenges.

**Problem Solving-**appraises the positions requirement for use of methods, such as inference, organic systems, imagination and the scientific method to define and solve complex problems in either an organized or wholly original manner. This factor identifies the position requirement for determining issues and challenges; assessing problems; anticipating probable consequences; and the uses of either a creative or logical, rational approach to problem solving; and assesses the requirement to develop unique solutions, options and strategies to resolve issues, problems, and complaints; and the requirement for compiling and/or reviewing statistics or other data. Obtains, organizes, and maintains data to support research and investigation.

**Complexity-** appraises the mental challenge and difficulty of the duties, responsibilities and skills in terms of number of interacting and compound variables consistently analyzed in performing the position with proficiency.