



**TEXAS SOUTHERN UNIVERSITY**  
**MANUAL OF ADMINISTRATIVE POLICIES AND PROCEDURES**

**SECTION: Human Resources**  
**AREA: Compensation**

**Number: 02.02.02**

<b>SUBJECT: Classification of Staff Jobs</b>
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**I. PURPOSE AND SCOPE**

This document establishes general guidelines to be used in the establishment, auditing, re-evaluating or revising of staff job classifications of benefits-eligible staff jobs at Texas Southern University. This directive is prepared in compliance with the laws of the State of Texas, applicable federal and local rules and regulations. It applies to all benefits-eligible staff jobs, regardless of the source of funds from which paid.

**II. POLICY STATEMENT**

- A. It is the policy of Texas Southern University to maintain an objective, job classification system with competitive pay ranges that provide for different rates of pay for jobs requiring different levels of responsibility, experience, skill, and knowledge. The job classification system shall provide a fair and equitable method for preparing and updating job descriptions, for assigning jobs to pay grades, and for compensating staff employees holding benefits-eligible jobs at Texas Southern University.
- B. The Office of Human Resources shall periodically conduct job audits and reviews to ensure that jobs are properly classified and, if necessary, take corrective action.
- C. No new staff job may be established and filled, nor may an existing job be reclassified, without prior evaluation and approval by the Office of Human Resources.

**III. DEFINITIONS**

- A. Benchmark job: A job with characteristics that can be found in other job classifications so that it can serve as an anchor for related jobs above or below, or comparable to it. Typically, benchmark jobs are used for making

pay comparisons either within the organization or to comparable jobs outside the organization.

- B. Demotion: A change in duty assignment from a job in one classification to a job in another classification in a lower pay grade. Such a demotion may involve a decrease in compensation.
- C. Equity Adjustment: An increase in base pay resulting from review of internal factors that support that the employee is underpaid for the specified job classification, compared to other employees in the same classification and similarly situated; and/or based on the external market. Equity adjustments may not exceed the maximum of the pay grade and are typically not performance based
- D. Exempt job: A job that is not subject to the overtime provisions of the Fair Labor Standards Act. Exempt employees include professionals, administrators, and executives.
- E. Green Circle Rate: A “Green Circle Rate is a pay rate that falls below the established pay range for workers performing the same duties.”<sup>i</sup>
- F. Job: A collection of tasks, duties, and responsibilities that constitutes the assignment for one or more individuals whose work is of the same nature and that require essentially the same qualifications. Each job has an official university job title and may be assigned to a pay grade.
- G. Job Analysis Questionnaire (JAQ): A data collection questionnaire used to gather job information.
- H. Job classification: Assignment of a job title to a pay grade based on benchmark data and a quantitative evaluation of the job. As a management tool, job classification provides uniform titles for use in personnel administration, budgets, payroll, and other official records; serves as the basis for establishing fair pay levels for staff employees; and establishes the requirements of jobs for promotional, recruitment, and training purposes.
- I. Job description: A summary of the most important functions of a job, including the general nature of the work to be performed, job duties, and job requirements. Job descriptions are written in a generic manner using a uniform format for applicability throughout the university.
- J. Job description addendum: An optional form used to submit additional job information for job posting purposes. The job description addendum

allows departments to tailor the generic job description to meet their specific needs.

- K. Job title: The official title of a university job that shall be used on all personnel documents and records.
- L. Job re-evaluation: The review of a job evaluation that may result in reassignment of the job to a higher or lower pay grade as a result of significant changes in responsibilities, duties, and/or requirements.
- M. Job hierarchy: A result of job evaluation process where jobs are evaluated either by market data analysis, use of an objective job evaluation methodology or a combination of both. The job hierarchy is the foundation for how jobs are placed on the pay grade structure and is a reflection of job value by the organization.
- N. Lateral transfer: A move to another job with the same pay grade and pay range, normally with no change in pay.
- O. Midpoint: The pay level midway between the minimum and maximum rates of the pay range.
- P. Non-exempt job: A job deemed to be non-exempt according to the Fair Labor Standards Act and, therefore, subject to the overtime provisions of the FLSA. Non-exempt jobs include jobs formerly designated in the Texas Southern University compensation plan as Secretarial/Clerical or Technical, Service, and Crafts.
- Q. Pay grade: A pay level into which jobs of the same or similar value are grouped for compensation purposes. All jobs in a pay grade have the same pay range.
- R. Pay range: The range of pay rates established for a pay grade. The minimum and maximum of each pay range represent the minimum and maximum values, respectively, to the university of all jobs assigned to that particular pay range.
- S. Pay rate: The specific salary or hourly rate within the pay range that is paid to the employee. Under terminology provided in federal law, exempt employees are paid salaries, and non-exempt employees are paid an hourly rate.
- T. Pay structures: The structures of pay grades and pay ranges, each with a minimum, midpoint, and maximum rate, developed by the university for

regular, benefits-eligible staff jobs. Specific information on pay structures is available from the Office of Human Resources upon request.

- U. Position: A placeholder specific to a department or division for an individual employee, used to track full time equivalency. Typically used in organizations for budgetary control of FTE or employee counts within a specific department or division. Many positions may be assigned to the same job code and title.
- V. Promotion: Movement from one job in a career path to a new job in a higher pay grade, which involves a higher level of responsibility and higher job requirements, and which usually, involves an increase in pay. Generally, promotions are movement within the same job family or following a defined career path. Exceptions to this must be approved by the Office of Human Resources.
- W. Position Request Form: The official university form used for staffing purposes to request (1) replacement of an employee in an existing vacant position, (2) creation of a new job, or (3) reclassification of a job title.
- X. Quartiles: The four equal parts of the pay range. Typically, position in the pay range is related to factors such as performance and years of service. This is typically referred to as the “compa-ratio” of the individual.
- Y. Reclassification: A change in a job's title and/or grade level based on a significant change in the duties of the job and level of responsibility
- Z. Red Circle Rate: A “Red Circle Rate” is a wage rate exceeding the formal pay range for a job due to such factors as the employee’s long services with the company, superior skills, or other factors.<sup>i</sup>
- AA. Transfer: A move by an employee from one university job to another vacant job, resulting from voluntary application for the job by the employee. A transfer may be a promotion, a lateral move, or a demotion, depending upon whether the job transferred into is assigned a higher, the same, or a lower job classification and pay grade.

#### IV. PROVISIONS

- A. The Associate Vice President/Chief Human Resources Officer or designee is responsible for administration and maintenance of a quantitative job and classification system for university staff employees and for the development and maintenance of related compensation programs, procedures, and practices.

- B. Jobs that involve substantially the same kind of work, equivalent levels of complexity and responsibility, and require comparable knowledge and experience will be grouped together into the same job title.
- C. Each staff job shall have a job description that includes the official job title, a description of the job function, examples of job duties, and job requirements. Job descriptions shall be written in a generic manner using a uniform format throughout the university.
- D. The job title assigned by the Office of Human Resources to each job in the job classification system will be used for official university purposes. This job title shall be used on all personnel documents and records. A different functional position title may be used by departments for internal purposes with the approval of division administration. The functional position title is not the same as an approved, official university job title. The functional job title should not be used for external communications outside of the respective department (e.g. business cards, correspondence, email and signature blocks, etc.). Any questions concerning use of functional titles should be addressed to the Office of Human Resources before use of such title is cleared.
- E. All wage and salary funds received by Texas Southern University are subject to university regulation and control, regardless of the original source of funds. The origin of wage and salary funds has no bearing on the pay grade assignment or pay rates established for jobs and positions.

## V. JOB DESCRIPTIONS

- A. The duties, responsibilities, and job requirements of all jobs in the university's job classification system are documented in writing by means of a job description. Job descriptions are necessary for the following reasons:
  - 1. To evaluate and classify jobs to determine appropriate internal job relationships;
  - 2. To communicate to new or existing employees their fundamental duties and responsibilities;
  - 3. To provide job information that can be used to determine competitive pay relationships in the labor market;
  - 4. To provide job information that can be used in the recruitment and selection process;

5. To provide job information that can be used in employee relations matters, such as performance appraisals, employee orientation, grievance resolution, and identification of training and development needs; and
  6. To ensure compliance with government legislation.
- B. The Office of Human Resources is responsible for preparing and updating job descriptions for all benefits-eligible staff jobs using a uniform format. The job description format may be revised from time to time to better meet the needs of the university and conform to changing legal requirements.
  - C. Official job descriptions for all university staff jobs are maintained by the Office of Human Resources.
  - D. Significant changes in the duties or responsibilities may require re-analysis and re-evaluation of a job. Where changes are judged to be significant by the supervisor and/or manager, and the position is an occupied position; the supervisor and/or manager should have the employee to complete a Job Analysis Questionnaire (JAQ). The supervisor and/or manager should review the JAQ and ensure that they concur with its contents or make any appropriate changes or comments; before submission to the Office of Human Resources. The Office of Human Resources will review and process the JAQ according to established procedures.
  - E. To ensure that job descriptions are maintained and current, the Office of Human Resources will work with department managers to write all official job descriptions and to maintain an up-to-date electronic inventory of job descriptions for all staff jobs. The job description produced by the Office of Human Resources is the only official job description document. This document is placed in the employee's personnel file upon hire, and any updates are maintained in the personnel file through the Office of Human Resources.
  - F. Employees may obtain a copy of the official job description by coming to the Office of Human Resources in-person, and showing proper identification. Upon providing identification, the employee will complete a request form and a copy of the job description in the personnel file will be provided to the employee. There may be a minimal cost for copying.
  - G. Managers may obtain a copy of the official job description for an employee(s) under their supervision by written request. Electronic transmission of the request via email is acceptable

**VI. JOB EVALUATION, CLASSIFICATION AND RECLASSIFICATION**

- A. Benefits-eligible staff jobs will be assigned to pay grades using the TSU job evaluation plan. The job evaluation plan consists of the universities approved titles and pay grades as developed through a job analysis point factor system. The point factor system is an objective, quantitative tool used to weight and score compensable factors such as education, experience, complexity, independent judgment, contacts, customer service, leadership and working/environmental conditions that are components of all staff jobs.. Each job factor has been assigned a numeric weight (points) and jobs are assigned to pay grades based on their total number of job evaluation points. More detailed information on job evaluation methodology and the university's job evaluation plan is available in the Office of Human Resources
  
- B. New or significantly revised jobs must be reviewed by the Office of Human Resources in order to classify them into their appropriate title and pay grade. When a new job is created or an existing job is substantially revised, a JAQ should be completed and submitted to the Office of Human Resources. A transmittal memorandum from the department or division head must accompany the JAQ. The transmittal memorandum should explain the reason for the request to review the job and any relevant considerations. To assist in the understanding of the new job or changes to the existing job, it is also recommended to include current and proposed organization charts. Any questions concerning the submission of requests for evaluation or re-evaluation of jobs should be addressed to the Compensation unit in the Office of Human Resources. The JAQ must be signed by the college/department head and the Division head in order to authorize the Office of Human Resources to develop a new position or review changes to an existing position.
  
- C. College/Department heads should ensure that budgetary resources are available to support any requested new positions, or changes that can result in reclassification and increase to an employee; prior to submitting a request for the Office of Human Resources to review a JAQ.
  
- D. When the JAQ is received by the Human Resources, and approved for processing; the Office of Human Resources will perform the following tasks:
  - 1. Where necessary, evaluate the job using the JAQ, point factor method; and

2. Coordinate the gathering of all necessary supplementary job data to achieve a detailed understanding of the job; including supervisor and incumbent input.
  3. If a position is occupied, Human Resources Compensation staff will interview the employee to get the employee's perspective on the position and obtain any clarifications needed to completely understand the job. Also, follow-up with the manager to determine concurrence with all data obtained and to negotiate recommendations coming out of the review of the JAQ.
  4. Evaluate market data when appropriate
  5. Assign the job to the appropriate pay grade according to the job evaluation, and
  6. Work with the department to prepare a draft job description, if justified; for approval of the department head.
- E. If a new position unoccupied is being developed resulting in the creation of a new job title, the Office of Human Resources will work with the department or division to develop a draft job description, also through the JAQ method.
- F. In the case of new, unoccupied positions, the college/department supervisor or manager completes the JAQ form for analysis. The JAQ form is signed by the College/Department head and by the division head before submission to Human Resources. Procedures outlined above # 1-2, 4-6 will also take place for new positions. Upon approval by Human Resources and the college/department and/or division head, the new title will be added to the Official Job Title List and the new job description will be finalized; along with a formal determination on pay grade assignment.
- G. Once a formal determination on title and pay grade assignment has been made by Human Resources, the department may challenge the determination with appropriate documentation (including but not limited to descriptive job documentation) with approval from the division Vice President. For record purposes, the vice president must submit a written rationale for non-concurrence with recommendations provided by the Office of Human Resources. The Associate Vice President of Human Resources and Payroll/Chief Human Resource Officer will make the final determination.



**VII. PAY STRUCTURES**

- A. Texas Southern University uses one or more pay structures to establish compensation limits for most benefits-eligible, staff jobs. Copies of the pay structure(s) are available in the Office of Human Resources and on the HR website.
- B. Pay structures are based on competitive practices and internal equity considerations and provide the possibility for progression within the pay grade through merit or institutional increase; and the possibility to progress through upward movement to more responsible jobs with higher and broader pay ranges. The structures are intended to accomplish the following functions:
  - 1. Define the competitive pay for the university to the relevant external market for jobs and job families;
  - 2. Establish differential pay levels between jobs to recognize differing demands; and
  - 3. Establish lower and upper limits of value for each job.
- C. Midpoints of the pay ranges represent the university's desired competitive position to the external market. Midpoints are determined by a statistical calculation based on external pay survey data for benchmark jobs in each pay grade. The minimum and maximum of each pay range represent the minimum and maximum values, respectively, to the university; for all jobs assigned to that particular pay range.
- D. In most cases, the 25th percentile is considered the range of value for a newly hired employee who meets the minimum qualifications of the job. Thus, most new employees should be hired within the 25th percentile of the range, but colleges and divisions have full authority to hire or promote into jobs at rates up to midpoint.
- E. Hiring employees above the midpoint requires the prior approval of the Office of Human Resources. All staff salary offers must be approved through the Office of Human Resources. Upon selection of a candidate for hire, the hiring manager must submit a potential salary offer to the Office of Human Resources for approval. Managers are not authorized and should not communicate any salary offer, to external or internal

candidates, without the offer being first approved through Human Resources.

- F. Hiring employees at salaries below the minimum of the pay range is contrary to university policy and is not permitted. Conversely, the maximum of a pay range is the upper limit of pay for a job. An employee's rate of pay may not normally exceed the maximum of the pay range for his or her job.
- G. During the first quarter of each year in which a cost of living, across the board or merit increase is given, the Office of Human Resources will review the competitiveness of the university's pay structures. Pay structure review can also occur at other times, such as when the university undertakes a compensation study, and revision to the pay structures is approved; or when market conditions warrant. Pay structure review may include (1) comparisons of the competitive status of the university's pay ranges to the relevant external markets, and (2) a review of anticipated average movement of pay structures by peer and comparison organizations. Based on the findings of the review, a recommendation will be made concerning adjustments to the pay structures. The recommendation may also include detailed cost analyses.

#### VIII. RECLASSIFICATIONS

- A. Significant changes in the duties and level of responsibility of a job may result in a change in job title and/or pay grade.
- B. Requests for reclassification of jobs, filled or vacant, should be submitted via written memorandum accompanied by a Position Request form and a JAQ, to the Office of Human Resources. The written memorandum should explain in detail the basis for the proposed reclassification.
- C. On requests for reclassification of a filled job, the JAQ must be completed and signed by the employee. The immediate supervisor and manager must also sign the JAQ to indicate their review of the contents and correspondence with the JAQ. The JAQ should be submitted with a written memorandum to explain the reason(s) for the request; along with any other pertinent information, such as organization charts, similar functions in the organization, etc., that may aid in understanding the request.
- D. The Office of Human Resources will review the request and determine whether sufficient information exists to make a determination. If necessary, a meeting will be scheduled with the employee to obtain additional job information and reach a better understanding of the job.

- E. After review of all relevant information, Human Resources will make a preliminary determination and discuss the recommendation with the college/department manager to obtain his or her input. Shortly thereafter, a final determination will be made and communicated formally in writing to the manager.
- F. Once a formal determination on title and pay grade assignment has been made by Human Resources, the division Vice President may challenge the determination with appropriate documentations outlined in Section VI. (G.)
- G. An employee whose job is reclassified to a job having increased responsibilities or complexity of duties and in a higher pay grade, and who is eligible to remain in the job; is considered to have been promoted as a result of the reclassification. Compensation for such reclassification will be in accordance with the university's policies and procedures governing promotions.
- H. An employee whose job is reclassified to a job having decreased responsibilities and complexity of duties, resulting in a lower job classification and pay grade is considered to have been demoted as a result of the reclassification.
- I. An employee whose job is reclassified to another job assigned to the same pay grade is considered to have received a title change (lateral reclassification) as a result of the reclassification. Normally there will be no change to the base pay rate of an employee who is laterally reclassified
- J. Human Resources recommendations for Job Evaluation, Classification or Reclassification are considered current for up to twelve (12) months from the date submitted to the college/department or division head. The college/department or division head have the responsibility of communicating results and plans for implementation to the affected employee(s). Human Resources will not disclose this information to individual employees or groups of employees whose positions have been evaluated; except in situations of departmental reorganization where Human Resources has been requested by the appropriate authorities and agrees to assist with employee communications.
- K. The status of evaluations in process likewise will be communicated with managers only.
- L. College/department or division heads are also responsible for disseminating copies of a new or revised job description resulting from job

evaluation to an affected employee. Human Resources does not release the new or revised job description directly to the employee except as outlined in Section V. (F. and G.)

**IX. COMPENSATION PLAN DOCUMENTATION**

The university's official job title list will be updated annually, and as needed to reflect all current approved titles, and their assigned pay grades. This list is available to managers through the Office of Human Resources. The Job Title list is also available on the university's web-site.

X. Responsible Party: Assistant Vice President of Human Resources/Chief Human Resource Officer

Review: Every three years, on or before September 1

**XI. APPROVAL**

Edward C. Ness  
Vice President for Administration and Finance

John M. Rudley  
President

Effective Date March 2016

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<sup>i</sup> U.S. Department of Labor, Bureau of Labor Statistics, Glossary of Compensation Terms; Report 923, August 1998