


AUSTIN PEAY STATE UNIVERSITY  
POLICIES AND PROCEDURES MANUAL

Policy Number: 5:047	Supersedes Policy Number: 5:047
Date: June 9, 2000	Dated: July 8, 1997
Subject: Reclassification of Non-Faculty Personnel	
Initiating Authority: Vice President for Finance and Administration	TBR Policy/Guideline Reference: TBR Wage and Salary Administration Manual
Approved:  6/9/00 President	

### Introduction

A commitment to pay equitable and competitive salaries as determined by internal job analyses and external market statistics within the limits of appropriated resources is fundamental to the administration of wages and salaries at Austin Peay State University. It is the intent of the University that the compensation system attract and retain competent and well-qualified employees. Reclassification as used in this policy pertains only to professional and non-exempt employees. Administrative employees at the executive level are not subject to reclassification.

### Job Classification/Compensation Plan

The job classification/compensation plans shall insure that employees are classified accurately and paid equitably in accordance with the complexities of job duties. The plans serve as a guide to decision making by which administrators can measure the level, complexity and contribution of a given job relative to all other positions at the University. It is not an employee performance appraisal technique, but a quantitative job evaluation instrument.

Developed by external consultants, the plans includes evaluation factors against which all jobs are measured. Each of the evaluation factors is subdivided into levels to designate required job responsibilities and/or skills. Each level has been assigned an established number of points. The point range is divided into levels for pay purposes. See Appendix A for job

evaluation factors for non-exempt positions and Appendix B for exempt positions.

The classification plan consists of over 250 evaluated position titles and each is designated as exempt or assigned to a non-exempt level. The titles and corresponding level of all clerical and support positions shall be consistent throughout the Tennessee Board of Regents System.

#### Operation of the Plan

The Office of Human Resources is responsible for operation of the plan. All initial classifications, reclassification of current positions, and job evaluations are exercised by campus administrators and do not require Tennessee Board of Regents' staff approval. However, the approval of the Tennessee Board of Regents is required for the addition of a new permanent position title to the plan, or an adjustment of a classification's evaluated skill level.

#### Exempt/Non-Exempt Status

It is the intent of the University to conform to the provisions of the Fair Labor Standards Act as amended to apply to public employers and also to conform to the policies and guidelines of the Tennessee Board of Regents.

Exempt employees (executive, administrative and professional) are not covered by the provisions of the Act, whereas non-exempt employees (clerical and support) are. Each status is distinguished from the other by such factors as salary level, supervisory responsibilities, discretionary authority, and specialized skills and training.

Changes in the exempt/non-exempt status of jobs are the discretionary responsibility of appropriate campus officials. Such changes, when determined, shall be reported promptly to Tennessee Board of Regents' staff.

#### Procedure for Reclassification

Reclassifications of non-faculty positions can occur if justified by the level of work being performed and if permanent funding is identified for any associated compensation increase. Six steps required for reclassification of a non-faculty position are:

1. All requests for classification evaluations on non-faculty positions will be forwarded by Department Heads through their Division Head to the Office of Human Resources. (Division Heads are defined as the President;

Vice Presidents for Academic Affairs, Finance and Administration, Student Affairs, Development and University Relations; and the Director of Athletics.) The request will be prepared by the Department Head and will provide as much detail as possible, stating the significant changes along with the reasons for the change.

2. The Division Head must identify baseline/ongoing funds for the reclassification study. When funding has been identified, the account number or funding strategy will be documented on the request and forwarded to Human Resources. Once the form has been received with an appropriate funding source, the Office of Human Resources will schedule time to conduct the study.
3. The Office of Human Resources will provide a Job Analysis Questionnaire to the employee for completion. After completion, the employee will forward the questionnaire to his/her supervisor. The supervisor will review the employee's submission and complete the supervisor's part of the questionnaire. The completed questionnaire will then be returned to Human Resources.
4. The Assistant Director of Human Resources will review the completed questionnaire and discuss it with the employee and his/her supervisor. A recommendation with appropriate documentation will be submitted to the Director of Human Resources for review.
5. If reclassification is recommended by the Office of Human Resources, final funding will be coordinated with the Budget Office so that funds can be reallocated. The questionnaire and supporting documentation will then be submitted to the President for final approval.
6. Notice of final action will be sent to the Department Head who will notify the immediate supervisor and the employee.

An employee has the right to request a classification study for his/her position. The employee must submit a written request to the Department Head for the review. In such cases, the same procedures outlined in the six steps above will be followed. When the Department Head receives the request from the employee, it will be forwarded to the Division Head for funding considerations. It is the intent of this policy to allow reclassification requests by employees. Even if there are disagreements with the request, it should always be forwarded to Human Resources which will act as an impartial third party and conduct the review. An employee's job will not be reviewed within three years of the last review unless

a significant change in position responsibility and duties has occurred and been documented in writing by the Division Head.

#### New Positions

No position should be established, advertised, or filled prior to an evaluation of the position and the establishment of a skill level to insure proper classification within the plan. A New Position Form and a Personnel Request Form should be completed and forwarded through proper channels to the Human Resources Office. All steps outlined under the reclassification section shall be followed except that the supervisor shall complete the questionnaire.

#### Salary Schedules

Non-exempt salary schedules are developed by means of periodic market analyses which survey locally recognized competitors of each Tennessee Board of Regents' institution. Separate schedules are established for each of the nine Development Districts within the state in conjunction with recommendations and input from the Tennessee Board of Regents' institutions within each district.

Newly hired non-exempt employees are normally paid at the minimum rate in the skill level corresponding to their job classification. Exceptions to pay above this rate must be justified in writing and submitted through the appropriate Division Head for approval.

When an employee reaches the maximum salary in his/her skill level, no annual salary increase will be given unless an exception is granted by the President, mandated by legislative action, or results from increases in the development district's salary schedule. These employees as well as all eligible employees shall continue to receive longevity payments each year for the primary purpose of rewarding long service to the institution.

#### Reclassifications, Internal Transfers, and Updates

##### A. Reclassifications

When the duties and responsibilities of a position change significantly over time, the position should be reviewed for possible reclassification. If this procedure results in a classification of a higher level, it constitutes an upgrade; a lower level constitutes a downgrade.

When a non-exempt position is upgraded, the incumbent's salary shall not be less than the minimum of the new classification level or a 3% increase, whichever is greater. If reclassification results in a position at the same level, the employee's salary shall not be adjusted. If the reclassification results in a position

to a lower level, the salary will not be adjusted downward. However, during subsequent salary increase programs, the salary increase shall be gauged so as to bring the incumbent in line with individuals at the same classification level eventually.

B. Internal Transfers

An internal transfer occurs when an employee is appointed to a newly created or existing open position. In all cases, it shall be the responsibility of the employee's new department to find a salary differential, not the originating department.

A lateral transfer occurs when a non-exempt employee is appointed to a position that is in the same classification level as the one from which he/she is transferring. In these instances, no salary adjustment shall be made. The vacated position will be advertised following the University's employment procedures policy.

When a non-exempt employee transfers to a position in a higher skill level than the position he/she is vacating, the employee may receive a salary adjustment. The salary shall not be less than the minimum of the new classification level or a 3% increase, whichever is greater.

When a non-exempt employee voluntarily transfers to a position in a classification level lower than that of his/her current position, a salary adjustment may occur. The employee's salary shall normally be adjusted downward to the same relative position in the classification level of the new job as his/her salary was to the skill level in the old job.

Updates

In order to maintain a competitive salary structure, the classification chart is updated each fiscal year (July) to reflect the cost-of-living increase as mandated by the Tennessee Board of Regents. Job descriptions will be reviewed annually by the employee and his/her supervisor during the evaluation process. If significant changes have occurred in the position, then the steps under the reclassification section shall be followed.

## APPENDIX A - NON-EXEMPT JOB EVALUATION FACTORS

- (1) Job Related Background and Preparation - job related knowledge, skills and abilities required to achieve average proficiency in the total job levels 1-9.
- (2) Physical Demands - the amount and type of physical effort and energy expended - levels 1-5.
- (3) Supervision Received - the kind of supervision the job being evaluated receives from a source of supervision - levels 1-5.
- (4) Supervision Given - recognizes the kind of supervision the job being evaluated gives to subordinate workers - levels 1-4.
- (5) Consequence of Errors - the scope of impact, magnitude and possible losses that can directly result from errors in the job being evaluated - levels 1-4.
- (6) Hazards - the probability of health and/or accident hazards encountered in the job being evaluated even though all required safety measures have been taken - levels 1-4.
- (7) Judgment - the process of selecting or recommending a course of action by analysis and appraisal of alternatives that is required in the job being evaluated - levels 1-5.
- (8) Personal Contacts - extent to which the job being evaluated is required to contact, work with or influence people other than subordinates - levels 1-5.
- (9) Working Conditions - unusual working conditions under which the job being evaluated must be performed - levels 1-5.

## APPENDIX B - EXEMPT JOB EVALUATION FACTORS

- (1) Knowledge/Education - refers to the special knowledge and/or skills which are basic to a particular position and are a necessary requirement in order to meet "minimum qualifications." These knowledge/skills may be acquired by formal education or training, on-the-job experience, self-study or any combination of these.
- (2) Experience - refers to the amount of prior experience that is necessary for an employee to be able to perform the assigned duties and responsibilities in a proficient manner within a reasonable time frame for learning the specific position. The experience may be acquired either within or outside the institution. This factor refers to the amount of experience normally required in addition to any formal education, specialized training, or on-the-job experience which is evaluated in Factor 1.
- (3) Judgment - refers to position requirements in terms of the difficulty and complexity of decisions. It measures requirements for planning, creating new ideas or methods, and independent action.
- (4) Supervision Received - refers to the amount and type of supervision received and the character of that supervision. It appraises the degree to which the immediate supervisor outlines the methods to be followed or the results to be attained, checks the progress of the work or handles exceptional cases. Consideration is given to the place this position occupies on an organization chart and the extent to which accountability for results goes with the position measured in terms of responsibility for costs, methods, results and/or personnel.
- (5) Impact of Errors - refers to the effect of errors on the department or institution. Considers the probable effect of errors based on the degree to which the work is verified or checked. Considers the probable monetary loss, impact on institution functions and/or objectives, and loss of goodwill.
- (6) Contacts (Type) - refers to the type of normal and regular face-to-face contacts and telephone dialogue with individuals not in the supervisory chain. In rating this factor, consider what is required to make the initial contact and the setting in which the contact takes place. Above the lower level, point should only be credited for contacts which are required for the successful performance of the work and which have a definite impact on the difficulty of the work performed.

- (7) Contacts (Purpose) - refers to the purpose of personal contacts which may range from exchange of factual information to situations involving significant or controversial issues and differing viewpoints, goals or objectives.
- (8) Records and Reports - measures the requirement or responsibility for regularly gathering, recording, and preparing informational data for records, reports, or for other purposes, and/or for maintaining, reviewing, approving, and presenting operational, financial, technical, or personnel records and reports. The determination of the proper level for records and reports responsibility is based on the extent, volume and importance of the work involved in the processing, or supervising the processing of such records and reports. Also considered is the nature of the reports and records and their complexity.
- (9) Institutional Data - refers to the integrity and discretion required in safeguarding institutional data which is handled or obtained during the normal performance of duties. The character of the data is considered here as is the degree to which the incumbent must go to protect the integrity of the data. The significance of the data to anyone in the position must be considered along with the occasion for disclosure and whether disclosure would affect internal relationships only or external relationships.
- (10) Supervision Given - measures the degree or kind of supervisory responsibility involved in a position for or over at least two (2) regular institution employees, or their equivalent. Consider the degree to which accountability for results goes with the position. No credit is given for supervising student workers.



## APPENDIX A - JOB EVALUATION FACTORS

- (1) Job Related Background and Preparation - job related knowledge, skills and abilities required to achieve average proficiency in the total job levels 1-9.
- (2) Physical Demands - the amount and type of physical effort and energy expended - levels 1-5.
- (3) Supervision Received - the kind of supervision the job being evaluated receives from a source of supervision - levels 1-5.
- (4) Supervision Given - recognizes the kind of supervision the job being evaluated gives to subordinate workers - levels 1-4.
- (5) Consequence of Errors - the scope of impact, magnitude and possible losses that can directly result from errors in the job being evaluated - levels 1-4.
- (6) Hazards - the probability of health and/or accident hazards encountered in the job being evaluated even though all required safety measures have been taken - levels 1-4.
- (7) Judgment - the process of selecting or recommending a course of action by analysis and appraisal of alternatives that is required in the job being evaluated - levels 1-5.
- (8) Personal Contacts - extent to which the job being evaluated is required to contact, work with or influence people other than subordinates - levels 1-5.
- (9) Working Conditions - unusual working conditions under which the job being evaluated must be performed - levels 1-5.

**AUSTIN PEAY STATE UNIVERSITY  
CLARKSVILLE, TENNESSEE 37040**

**JOB ANALYSIS QUESTIONNAIRE**

This is a job analysis questionnaire. It is not concerned with your work performance or your qualifications. It is concerned with your responsibilities and the tasks you perform.

This questionnaire will help us determine the appropriate class and level for your job. Jobs with like duties and responsibilities and requiring similar knowledge, skills, and abilities will be grouped together into classes. All classes will be evaluated on the basis of the established classification plan.

The classification plan is used as the basis for sound practices in selection, promotion, and transfer, and for uniform and equitable compensation standards. It is essential that the plan be accurate and fair. Therefore, detailed and exact information about the duties and responsibilities of each position is necessary.

**PART I**

**TO THE EMPLOYEE**

You are the best person to provide information about your job. You know the exact tasks you perform and your responsibilities. Consequently, you are asked to fill in this job analysis questionnaire.

In some cases, interviews will be held with supervisors and employees to add to our knowledge or understanding of your job.

However, the information provided by you on your job analysis questionnaire will be very important in determining in which class your position belongs.

Although the items to be completed by you are generally self explanatory, the following instructions will help you in completing this form. Please read them carefully.

**ITEMS 1 - 3** -- Print or type your name and social security number

**ITEM 4** -- Enter the name of your department.

**ITEM 5** -- Enter the name of your department head.

**ITEM 6** -- Enter information on work location by building and room.

**ITEM 7** -- Enter title of your present classification.

**ITEM 8** -- This statement should summarize the general function and purpose of your job. Do not try to give a detailed description of your job in this statement.

**ITEM 9** -- This, the most important question on the form is where you tell in detail what you do. Each kind of work that you do in a logical sequence, either from most time-consuming to least time-consuming, or if the same duties are generally performed daily, in the order in which they are performed. It is necessary that you estimate the percentage of your time spent on each of the tasks. It may be difficult, but you are in a better position to do this than anyone else. In some cases it may be easier to show how your time is spent by citing the number of hours a day or week spent on each task, and this is also acceptable. If forms you use or other explanatory material are needed to describe your job, attach them, being careful to explain how it relates to your job. Do not attach copies of such material unless you feel they are needed to describe your work. Make your description so clear that anyone who reads your answer, even if he knows nothing about your job, will understand what you do. Be as specific as you possibly can.

**ITEM 10-15** -- These questions are designed to help us gather information on your job as it relates to specific factors used to help evaluate your job. Be specific and cite examples when it will help clarify your answer.

**PART II**

**TO THE SUPERVISOR**

Review each employee's questionnaire carefully to see that it is accurate and complete.

The employee's supervisor should fill out item number 17 through 24. A supervisor should not fill in these items for employees he directs through subordinates but only for those to whom he assigns work directly.

**ITEM 17** -- Indicate any exceptions to the employee's statement, but do not make any changes to them.

**ITEM 18-19** -- Briefly describe the function of the unit and the position.

**ITEM 20** -- In answering this question, consider what tasks and responsibilities this position has lost, as well as those that have been added.

**ITEM 21** -- In this item list the education and experience you feel is essential for a person to be hired for this position.

**ITEM 22** -- List any qualifications that may not be essential to be hired for this job, but may be desirable.

**ITEM 23** -- In this item estimate how long it would take the average employee to perform the job independently.

<b>2. POSITION NO.</b>	<b>3. SOCIAL SECURITY NO.</b>
<b>1. NAME (LAST, FIRST, MIDDLE) (Print or Type in Capital Letters)</b>	

4. Department

5. Department Head

6. Work Location: Bldg.

Room

7. Present Classification

8. GENERAL SUMMARY: Briefly summarize what you do on your job and the major purpose of your job.

Percentage  
of  
Time

9. JOB TASKS:

List the various tasks that you do on your job. Try to describe these tasks in such a way as to be clear to someone who is not familiar with your work. Cite examples where appropriate. Number each task and estimate the percent of your time that each task takes. Use an additional sheet of paper if necessary.

9a. Which of the task(s) cited above do you consider to be the most responsible? (respond with the task number(s) from above)

10. List names and class of employees under your immediate supervision (If there are more than ten, list only titles of classes and the number of employees in each class).

11. What is the nature and extent of the check or review of your work? Are your tasks covered by procedural manuals or other guidelines?

12. Indicate the chances for and consequences of errors on your part. How would the error be detected? How soon? Cite specific examples.

13. Describe any contact (personal, on phone, or by letter) you make with persons other than your supervisors or subordinates. Indicate the frequency and reasons for these contacts.

14. Indicate any other factors or aspects of your job that should be considered in evaluating or comparing your position with others. For example, working conditions, work hazards and physical effort required.

15. State the kinds and frequency of use of any equipment or material used on your job. (For example; office machines, motorized vehicles, laboratory equipment, power tools, etc.)

16. I certify that the above answers are my own and are accurate and complete.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

TO BE FILLED OUT BY THE IMMEDIATE SUPERVISOR

17. Indicate any exceptions or additions to the statements of the employees.

18. What is the general function of the unit?

19. What is the general function of this position? ( a brief summary statement of duties)

20. How has this position changed since last review? (cite additions and deletions)

21. What do you consider the minimum experience, education, and/or specialized training, required to be hired for this job?

A. EDUCATION REQUIREMENTS

- |                                       |   |
|---------------------------------------|---|
| <input type="checkbox"/> Elementary   | <input type="checkbox"/> 4 yr. degree           |
| <input type="checkbox"/> 8th grade    | <input type="checkbox"/> Master's degree        |
| <input type="checkbox"/> High School  | <input type="checkbox"/> Other formal education |
| <input type="checkbox"/> 2 yr. degree | Major Area of Study: _____                      |

B. SPECIAL LICENSES, REGISTRATION OR CERTIFICATIONS REQUIRED

C. LENGTH AND TYPE OF EXPERIENCE

22. Any additional desirable qualifications?

23. Assuming someone had the above minimum qualifications, how long would it take the employee to independently perform the duties of this position?

- |   |                                      |  |
|---|--------------------------------------|--|
| <input type="checkbox"/> 1 week or less | <input type="checkbox"/> 3-6 months  | <input type="checkbox"/> 2-3 years         |
| <input type="checkbox"/> 8-30 days      | <input type="checkbox"/> 6-12 months | <input type="checkbox"/> 3-5 years         |
| <input type="checkbox"/> 1-3 months     | <input type="checkbox"/> 1-2 years   | <input type="checkbox"/> more than 5 years |

24. I certify that the entries on these pages are accurate and complete

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

TO BE FILLED OUT BY THE PERSONNEL OFFICE

Classification Assigned \_\_\_\_\_

By \_\_\_\_\_ Date Effective \_\_\_\_\_

REQUEST FOR NEW PERSONNEL POSITION  
TO BE ESTABLISHED

1. Proposed title:
2. Recommended rate of pay:
3. Source of funds (account number):
4. Effective date:
5. Justification for establishing position:\*
6. Existing position to be abolished: Yes \_\_\_\_\_ No \_\_\_\_\_  
If yes  
A. Budget Account: \_\_\_\_\_ Position No. \_\_\_\_\_  
B. Justification for abolishment:\*
7. Attach job description, including education and experience considered necessary to perform duties and list of duties.

(1) \_\_\_\_\_  
Departmental Budget Administrator Date

(4) \_\_\_\_\_  
Budget Director Date

(2) \_\_\_\_\_  
Dean/Director Date

(5) \_\_\_\_\_  
Payroll/Personnel Director Date

(3) \_\_\_\_\_  
Vice President (or other senior administrator) Date

(6) \_\_\_\_\_  
President Date

\*Attach separate sheet if necessary.

AUSTIN PEAY STATE UNIVERSITY  
PERSONNEL REQUEST FORM

TO: \_\_\_\_\_ Dean, Director or Manager

\_\_\_\_\_  
Vice President

\_\_\_\_\_  
Personnel Officer

DATE: \_\_\_\_\_

1. It is requested that budget position No. \_\_\_\_\_, Account No. \_\_\_\_\_,  
Title \_\_\_\_\_, be filled effective \_\_\_\_\_,  
( ) Position (was) (will be) vacated by \_\_\_\_\_,  
Reason: \_\_\_\_\_  
Last day worked: \_\_\_\_\_, Last day paid: \_\_\_\_\_,  
( ) Position was not previously filled.

2. This position will be:

( ) Permanent; ( ) Temporary \_\_\_\_\_  
(indicate No. of days, weeks or months)

( ) Full time; ( ) Part time \_\_\_\_\_  
(indicate percentage of full time)

3. Recommended salary per salary schedule is \$ \_\_\_\_\_ per ( ) Year,  
( ) Month, ( ) Semi-month, or ( ) Hour.

\_\_\_\_\_  
Signature of Originator

\_\_\_\_\_  
Signature of Dean, Director, or Manager

\_\_\_\_\_  
Signature of Vice President

\_\_\_\_\_  
Budget Director

Please list below specific characteristics, requirements, and experience desired in this position.

-----  
-----  
PERSONNEL OFFICE ONLY  
-----  
-----

Name of Referral	Date	Final Action
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____
5. _____	_____	_____

Pre-Interview Affirmative Action Review:

\_\_\_\_\_  
Affirmative Action Officer

Personnel Officer Review:

\_\_\_\_\_  
Personnel Officer

Remarks: I certify that in my opinion affirmative action procedures have been followed.

\_\_\_\_\_  
Affirmative Action Officer



Revised 7/2/96.

**AUSTIN PEAY STATE UNIVERSITY  
1996-97 SKILL LEVEL CHART  
SEMI-MONTHLY RATES**

Level	37.5 Hour Work Week		40 Hour Work Week	
	Low Rate	High Rate	Low Rate	High Rate
1	440.01	648.83	468.35	692.35
	Child Care Aide 1	Custodian	Utility Worker	
2	451.20	679.90	481.03	725.90
	Custodial Lead Worker		Dispatcher	
3	495.94	749.52	528.28	800.48
	Assistant Bookstore Manager Custodial Foreman Housekeeper Inventory Clerk Postal Clerk Secretary 1 Utility Worker/Driver	Child Care Aide 2 Grounds Foreman Instructional Aide Library Assistant 1 Purchasing Clerk Stores Clerk Watchkeeper	Security Guard 1	
4	545.67	825.32	581.71	878.79
	Account Clerk 1 Cashier Financial Aid Clerk Library Assistant 2 Media Technician Shipping and Receiving Clerk	Admissions & Records Clerk Book Ordering Clerk Course Information Clerk Information Center Supervisor Maintenance Utility Worker Secretary 2 Veteran's Affairs Clerk	Boiler Operator	
5	627.69	952.11	671.21	1,016.76
	Automotive Mechanic Certification Analyst 1 Offset Press Operator 1 Sports Information Assistant Utility Heavy Equipment Operator Word Processing Lead Worker Admissions & Records Lead Worker Personnel Assistant Graphics Art Technician	Carpenter Computer Operator Painter Technical Clerk Library Assistant 3 Secretary 3 Account Clerk 2 Horticulture Technician	Security Officer 1	
6	692.34	1,049.07	738.32	1,119.91
	Account Clerk 3 Air Conditioning/Heating Mechanic Certification Analyst 2 Executive Aide Maintenance Lead Worker Office Supervisor Shop Technician Administrative Secretary	Account Clerk Supervisor Carpenter Lead Worker Electrician Head Cashier Maintenance Mechanic Painter Lead Worker Transcript Analyst	Security Officer 2	
7	760.70	1,154.73	811.67	1,231.78
	Computer Operations Specialist Lab Technician	Executive Secretary	Security Officer 3	
8	800.00	1,272.80	853.37	1,357.70
9	833.33	1,326.87	888.92	1,415.38
	Computer Laboratory Technician			