

**University of Southern California
Compensation Office, Personnel Services**

**Staff Posting and Classification Procedures
Effective November 6, 2008 through June 30, 2009**

Staff Hiring Freeze Announcement

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Roles and Responsibilities

The Compensation Office in Personnel Services is responsible for:

- establishing university compensation principles,
- determining salary and wage guidelines,
- establishing position descriptions in accordance with university business practices that comply with state and federal law,
- creating job descriptions,
- determining the classification of positions,
- conducting job audits,
- ensuring departments utilize job descriptions that most appropriately match work performed,
- conducting and participating in compensation surveys on behalf of the university,
- advising departments on various compensation matters including market comparisons based on both internal and external benchmarking, and
- monitoring departmental compliance with staff posting and classification procedures and related federal and state law.

Department administrators, senior business officers, human resource directors and managers, home department coordinators and supervisors are responsible for assuring their department's compliance with staff posting and classification procedures, including approval and recordkeeping requirements. Schools and divisions are encouraged to establish additional departmental procedures to clarify senior management's expectation for requests, review, approval and documentation of employment actions. These Staff Posting and Classification Procedures provide departments with a framework around which those internal procedures must be developed and executed. Failure to comply with the requirements set forth in university and department policies will be cause for disciplinary action, up to and including termination.

These procedures apply to staff employed by the University of Southern California. In the event of a discrepancy between procedures, guidelines and a collective bargaining agreement, the terms of the collective bargaining agreement will govern.

If you have any questions regarding these procedures, please contact the compensation staff in Personnel Services at (213) 821-8280 for the University Park campus or (323) 442-1010 for the Health Sciences campus. Additional information about compensation and related forms are available online at www.usc.edu/dept/personnel/comp .

Review and Approval Requirements

- 1. One-level-up Support** – the employee’s direct supervisor and the supervisor’s supervisor.
- 2. School/Department Review and Support** – the most senior position in the school or department (e.g. Dean, Vice President, Associate Senior Vice President, Vice Provost, etc.).
- 3. Final Review and Approval** – Executive Vice President and Provost (for all schools/departments reporting to the Executive Vice President and Provost); Senior Vice President for Administration (for **all** other departments). [Process for obtaining approvals will be coordinated by the Compensation Office.]

1. Job Posting Procedures During “Hiring Freeze”

- A. Complete the “Staff Job Posting Exception Request” form located at www.usc.edu/dept/personnel/comp/forms.htm. Consider the following:
 1. Reasons why the position is critical to the mission and operation of the school/department, demonstrating that not filling the position between now and June 30 would significantly, negatively and irreparably impact continued operations or remove revenue streams.
 2. Why the duties/responsibilities cannot be distributed among existing staff in the short-term.
 3. Whether or not a longer-term restructuring has been considered, and why or why not.
 4. What negative long-term effects would be sustained by the school/department if the position is not filled this current fiscal year.
 5. Include a current organizational chart of the unit.

- B. Obtain the appropriate signatures on the form as indicated in the “Review and Approval Requirements,” see steps 1 and 2, above.
- C. Submit the fully completed exception form (including signatures) along with the paper requisition package to one of the following offices (**Do not submit directly to the office of the Executive Vice President and Provost or the Senior Vice President for Administration**):
 - 1. Compensation Office, CUB 2nd floor, MC 0704
 - 2. HSC Personnel Services, KAM 409, MC 9030

OR

- D. If using the PeopleAdmin electronic posting process:
 - 1. Scan the fully completed paper exception form (including signatures) and the organizational chart
 - 2. Attach to the electronic posting package
 - 3. Submit to Compensation
- E. Compensation will coordinate the review and approval process with the offices of the Executive Vice President and Provost and the Senior Vice President for Administration.
- F. Compensation may contact departments for additional information or to clarify material submitted.
- G. Compensation will notify the school/department if the exception has been approved or denied.
- H. The following positions will not require an exception:
 - 1. All positions that are funded 100% by a sponsored project account.
 - 2. Positions in the USC Credit Union and separate physician practice plan corporations (**not** USC Care).

2. Promotion

A promotion is the advancement of a current university employee to a position of greater authority. The two university recognized methods for promoting employees are:

- a. a “competitive hire” promotion that occurs when an employee applies for and accepts a posted position with increased duties and responsibilities and which may have greater authority; and

- b. an “internal department” promotion, that occurs when an employee is offered a new, different position at a higher level, in most cases within the same job family, with increased duties and responsibilities and which may have greater authority. (Requires prior review and approval of the Compensation Office).

A promotion may or may not involve a change in exemption status. Supervisors should continuously evaluate the appropriateness of job duties for all positions. Promotions may be considered at any time.

“Internal department” promotions for positions funded by sponsored project accounts need to ensure compliance with the contract/grant.

A. Promotion - Competitive Hire

A “competitive hire” promotion occurs when a current university employee submits an application through Employee Recruitment Services for an open posted position with increased duties and responsibilities which may also include greater authority and the employee is offered and accepts the position.

All applicable paperwork required by Payroll Services for new employees applies to a “competitive hire” promotion including a signed offer letter, background screening, at-will and arbitration agreements, signed job description and Job Information Questionnaire. The new rate of pay is determined on the same basis as any candidate newly hired into a posted position.

B. Internal Department Promotion

When an employee is uniquely qualified and has demonstrated increased skill level, knowledge and experience and therefore the potential for increased responsibility, a department may request to promote that employee into another position without posting the position and conducting a competitive recruitment. In order to be considered eligible for an “internal department” promotion, an employee must have been in his/her current position for at least one year and is not presently performing the duties and responsibilities of the new position.

Review and approval by the compensation staff in Personnel Services is required. The following documents must be submitted to the compensation staff in Personnel Services:

- Current job description
- Proposed job description
- Organizational charts-current and proposed

- Resume
- Most recent performance evaluation or a statement from supervisor of employee's potential for increased responsibility
- Written recommendation/rationale by employee's supervisor
- Written approval from the supervisor's supervisor ("**one level up**") and any other approvals required under department process

Rationale submitted for an "internal department" promotion must demonstrate why the candidate's knowledge, experience and skill level uniquely qualifies him or her for the position and explain why others within the school or department were not selected.

Departments may not make a commitment to the employee until the compensation staff in Personnel Services has reviewed and approved the promotion.

In order to finalize the transaction, the department must submit the same type of documents that are required of a competitive hire promotion or new hire to Payroll Services, including a signed offer letter contingent on successfully passing the background screening, at-will and arbitration agreements, signed job description and Job Information Questionnaire.

The promoted employee is not "guaranteed" any increase in pay because of the change in responsibilities. Typically, a wage or salary increase is a fair response to an "internal department" promotion. The rate of pay for the position is determined on the same basis as any candidate newly hired into a posted position; however, a pay increase for an "internal department" promotion requires the supervisor to follow the guidelines outlined in the "Staff Wage and Salary Guidelines" section 5 "Mid-Year Pay Increases". The effective date may not be retroactive.

3. Employee Reclassification through the Position Reassessment Process

The reclassification of a staff employee to a different position is a corrective action that typically occurs when it is determined by the compensation staff in Personnel Services (through the position reassessment process) that an employee is utilizing a job description that does not appropriately reflect current duties and responsibilities. This review could be initiated by the Compensation Office or at the request of the department.

Reclassifications are not the result of changes in an individual's performance or in anticipation of future changes in duties. The compensation staff in Personnel Services is available, upon request, for advice and consultation for all position reassessments and will determine if it would be more appropriate to process changes as a reclassification, promotion, demotion or transfer.

Supervisors should continuously evaluate the appropriateness of job duties for all positions and may request position classification corrections at any time.

A request for position reassessment must include the following:

- a. Position Questionnaire**—Employees must complete the Position Questionnaire (www.usc.edu/dept/personnel/comp/forms) listing the primary job duties performed, which they describe in their own words (not verbiage from the job description). The supervisor must confirm the information provided by the employee and may make additions or amendments to the information in the Position Questionnaire. The final version of the questionnaire must be signed by both the employee and his or her supervisor acknowledging the accuracy of the information.
- b. Request for Position Reassessment form**—This form must be completed by the department’s human resources professional, director, manager or home department coordinator; and must be reviewed and supported by **“one level up”** as well as the most senior position in the school/department (e.g. dean, vice president, associate senior vice president, vice provost, etc.) The request for Position Reassessment form is located at www.usc.edu/dept/personnel/comp/forms
- c. Organizational Chart**—The organizational chart for the unit should include names and job titles/codes for all positions and where the position would fit into the organization. The names of all student workers reporting to the employee under consideration for reclassification and the number of hours each works should be reflected on the organizational chart, if applicable.
- d. Current and proposed new job descriptions for the position**—The current job description must be the most recent one on file and signed by the employee and supervisor. The proposed new job description must be complete with the percentage of time, essential, marginal and not applicable designations.

Upon receipt of the Request for Position Reassessment form and all the accompanying documents, the compensation staff in Personnel Services will begin the review process. Departments should anticipate a review period from 4 to 8 weeks. During this period the compensation staff in Personnel Services may conduct interviews to clarify duties and responsibilities.

No commitment of a change should be made to the employee until after the compensation staff in Personnel Services notifies the department of their decision. The effective date may not be retroactive. If the reclassification is approved, the employee and supervisor will be required to sign the new job description and Job Information Questionnaire.

Rates of pay for employees who are reclassified to a lower level of responsibility will remain at their existing pay. A staff employee who is reclassified to a higher level of responsibility is eligible for a pay increase which may be initiated at the discretion of the unit, but an increase is not required. Increases in pay require the supervisor to follow the

guidelines outlined in the “Staff Wage and Salary Guidelines” section 5 “Mid-Year Pay Increases”.

4. Internal Titles

Departments have the authority to establish an internal title or change an employee’s internal title in order to recognize an employee’s role and hierarchical placement within the school/department and be more descriptive of his or her responsibilities. To avoid over inflating internal titles, consideration must be given to the generic and internal job titles of superiors, peers and subordinates in the school/department and university community. Departments may not establish an internal title that has been assigned by compensation to an established job description. For internal titles, departments should not be utilizing titles such as “supervisor, manager, or director” if it is not utilized in the employee’s generic job title. The establishment or change in an internal title does not require approval by the compensation office; however, departments are encouraged to implement departmental approval requirements. The staff in the Compensation Office is available to assist schools and departments with the selection of an appropriate internal title for a position.

5. Reductions in Hours

Departments that wish to decrease the number of scheduled hours worked by a non-exempt employee or the percentage of effort for an exempt employee by more than 15% must submit a reorganization plan to Personnel Services for approval prior to notifying the employee. (See Staff Hiring and Employment Policies, Layoffs and Reorganizations at http://policies.usc.edu/policies/hiring_employment/layoffsreorganizations070102.pdf).

If an employee voluntarily requests in writing to reduce his or her scheduled hours or percentage of effort and it is approved in writing by the department there is no need for the department to submit a reorganization plan. Departments are encouraged to provide employees as much flexibility as possible, but have no obligation to comply with the employee’s request for a change in schedule unless the request is made as a condition of an ADA accommodation or as part of a release to return to work from a medical leave. The department should make certain appropriate records of a voluntary request and approval are maintained in the employee’s file.

6. Increase in Hours

Departments who wish to increase the scheduled hours for a part-time, non-exempt employee or the percentage of effort for an exempt employee must follow the “Review and Approval Requirements” as stated above; Personnel Services will coordinate the final

approval process. Employees must be notified two to three weeks in advance of the change if approved.

7. Demotions

A demotion occurs when an employee is moved from his or her current position to a position at a lower level of responsibility as part of a disciplinary action. A demotion must have the approval of Personnel Services prior to any action being taken or the employee being notified. Employees who are demoted are not guaranteed the rate of pay associated with their previous position. An employee's voluntary election to accept a different position at a lower level is considered a transfer, not a demotion.