



JOB EVALUATION AND JOB GRADES

OVERVIEW

Job evaluation is a process that results in the internal ranking of jobs within UTMB and provides a direct link to external salary market data. It establishes an orderly, consistent, and systematic structure of jobs based on their relative worth within the organization. Jobs that have similar levels of responsibility have the same or similar grades.

The job evaluation process measures each job using the same factors. This enables a job to be compared to other jobs across the institution, regardless of how different the job functions may be. Each job is then compared against other jobs in the same and similar grades to determine if differences in salary ranges are appropriate and if it accurately reflects the relationships between jobs.



Job evaluations are intended to assess the content of a job, not an individual's performance of that job. An individual's performance of a specific job is addressed through the performance management process.

JOB EVALUATION FACTORS

UTMB's job evaluation system is based on the Hay Guide Chart-Profile Method of Job Evaluation, along with comparable market-pricing to ensure competitive salaries.

The primary factor in determining compensation is an evaluation of work performed. The internal worth of a job is evaluated based upon the following three factors: Know-How, Problem Solving, and Accountability.

FACTOR 1 - KNOW-HOW:

All skills required by a job. The three dimensions of Know-How are listed below:

Technical Know-How	Measures levels ranging from learning basic work routines to specialized techniques and knowledge within vocational fields to professional mastery of scientific theory
Managerial Know-How	Measures the job's requirements to integrate diversified types of supervisory or managerial activities
Human Relations Skills	Measures the degree to which the job requires practicing person-to-person skills in persuasion, motivation, and selection of people

FACTOR 2 - PROBLEM SOLVING:

Problem-solving is the requirement of the position to identify, define, or solve job-related problems. Problem solving has two dimensions:

Thinking Environment	The degree of structure provided by the job in solving problems
Thinking Challenge	Is the complexity of the problems in the job assignment and the amount of thinking required to solve job-related problems

FACTOR 3 - ACCOUNTABILITY:

The degree to which the employee is held accountable for taking action and for the consequences of that action. It is the measured effect of the job on end results. Accountability has three dimensions:

Freedom To Act	Measures the relative degree to which decisions can be made, the level of authority which is needed, or the precedents, policies, and procedures which must be considered before an employee can take action
Magnitude	Is the degree of influence a position has on the institution's operations
Impact	Is the degree to which the job affects the institution's operations. Some jobs are directly responsible for actions while others provide counsel and advice, which is used by others to take action

The Human Resources Department Consultant, working with a Compensation Consultant, assesses and evaluates the job on Know-How, Problem Solving, and Accountability and assigns an appropriate grade to the job. Comparisons are made between jobs to determine if differences in grade levels are appropriate and fairly reflect the relationships between jobs within UTMB.

JOB GRADES

Jobs are assigned a job grade based on the job value determined during the evaluation. They are placed with jobs of similar requirements, duties, and responsibilities. Collectively, all of the job grades form a grade structure. These job grades form an internal structure of job responsibility levels. The higher the job, the greater the level of responsibility and the higher the salary range.

JOB EVALUATION / RECLASSIFICATION PROCESS

The job description is used to document the information needed to evaluate jobs. When departmental leadership decides to create a new position or to re-classify an existing position, the following documents are needed:

- Updated, position-specific job description;
- Job Analysis Questionnaire; and
- If the job is A&P, current and revised organization charts.

Once the Job Description is completed, the supervisor obtains appropriate entity-level approval and forwards to the Human Resources Department Consultant for review. The proposed changes should not be considered approved until Human Resources approves the job description, title, and salary grade. Communication to an employee regarding the reclassification of a position should not occur until notification of approval from Human Resources.

Your Human Resources Consultant and the Compensation Group is available to provide assistance, guidance, and advice throughout this process.