

USC Staffing and Classification Procedures

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Staffing and Classification Procedures

Preface

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.

Questions regarding these procedures should be directed to the HR Service Center at (213) 821-8100.

Roles and Responsibilities

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Department

Department Administrators, Senior Business Officers, Human Resource Directors and Managers, HR/Payroll Analysts and Supervisors are responsible for assuring their department's compliance with staffing and classification procedures and staff wage and salary guidelines, including approval and recordkeeping requirements.

Schools and divisions are expected solely to utilize Workday for requests, review, approval and documentation of employment actions. The business processes are designed to take the place of department and school specific procedures.

Schools and divisions also have a responsibility to review and evaluate, at least on an annual basis, their mission statement, short-term and long-term goals and objectives, operation, organizational structure, budget availability, and business needs in terms of staffing levels for new or existing positions. Review and evaluation of the organizational structure should include hierarchy, job classifications, distribution of duties and responsibilities, supervisorial responsibility and impact of creating, filling or eliminating positions.

From time to time, these guidelines may be modified because of special circumstances that require additional restrictions, changes in procedure, or levels of approvals. Failure to comply with the requirements set forth in university and department policies and procedures will be cause for disciplinary action up to and including termination.

Compensation Office

The Compensation office in Human Resources Administration is responsible for:

- establishing University compensation principles and determining salary/wage guidelines and staffing/classification procedures,
- reviewing and recommending all proposed pay increases based on market comparisons,

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- reviewing, analyzing/evaluating and approving proposed reclassification and internal promotion requests,
- creating job descriptions in accordance with University business practices that comply with state and federal law,
- determining suitable job classifications,
- determining the exemption status of job classifications,
- analyzing, evaluating and recommending approval of job requisition requests for posting new positions,
- ensuring departments use job descriptions that most appropriately match work performed,
- conducting job audits to confirm or determine appropriateness of a job description for a position,
- 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 wage/salary guidelines, staffing/classification procedures, and related federal and state law.

Compensation will provide reports to senior leadership as requested in order for senior leadership to understand the University-wide impact of pay increases, and ensure that compensation practices are equitable.

Overview of Review and Approval Requirements

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1. **“One Level Up” Support** – The employee’s supervisor, as well as the person to whom the supervisor reports, must both personally review all requests. A designee’s approval will not be accepted for the “one level up” review and recommendation requirement. The business processes in Workday are designed to route to the employee’s supervisor and the supervisor’s supervisor, **so offline paper signatures are not encouraged or required.**
2. **School/Division Review and Recommendation or Approval** – The most senior position in the school or division (e.g., Dean, Vice President, Associate Senior Vice President, Vice Provost, etc.) must personally review and recommend requests for or be made aware of such staffing actions by his or her administrative staff. Previously, Workday business processes did not require the most senior position to approve such actions; however, as of June 2016, the requests for compensation changes will route to them.
3. **University Officer Review and Approval** – Provost and Senior Vice President for Academic Affairs (for all schools/divisions reporting to the Provost and Senior Vice

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President for Academic Affairs) or the Senior Vice President for Administration (for all other departments) or their designee reviews requests and determines final approval.

Process to Create a New Staff Position

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Justification to Create a New Position

The justification to create a new position should be expressed in the comments section of the Request Default Compensation step (3rd step of the business process)

JUSTIFICATION:

The justification should address the following:	1. brief statement justifying the new position, indicating whether this position will manage a supervisory organization
	2. What account(s) the position is funded by and if applicable, why the suggested pay (Default Compensation) is exceptionally high or low in the hiring range.
	3. if requesting a posting waiver, attach supporting documents and/or provide a brief explanation for the posting waiver in the comment section.

ATTACHMENTS:

Attachments for a new position:	1. Job Description: Filled out with percentages of time, E/M, as well as addendum (if necessary)
	2. Completed Job Information Questionnaire

Job descriptions can be found at <http://hrdivd.usc.edu/hra/i-joblist.html>. The JIQ and Addendum forms can be found under the “Handling Everyday Tasks” link, under the “Creating New Jobs section”: <http://hrdivd.usc.edu/hra/i-joblist.html>. **Please note that creating a new Program or Project Administrator position requires a completed Position Questionnaire as an additional piece of documentation.**

Existing positions do not route to the Compensation Department for approval, however, it is still required to justify (see above) why the position is being backfilled via comments in the Create Job Requisition business process in Workday.

Newly created requisitions (required to transfer/promote/hire/etc.) transfer to PeopleAdmin via an integration multiple times per day. Once the requisition has integrated into PeopleAdmin, the department creates the job announcement. For more information on the PeopleAdmin process, please contact the HR Service Center: uschr@usc.edu or (213) 821-1800.

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Special Case: Resource Employee

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Resource employees are typically utilized when there is a temporary need due to seasonal work flow; specialized skills, expertise or licensure required for a limited or recurring time period; or limited number of evenings or weekend hours required on a regular basis. Resource employees are part time, hourly non-exempt staff who may not work more than 1,000 hours in a rolling 12-month period. A resource employee is not eligible for benefits and the position does not need to be posted, however a justification that covers why the school/department wants to hire a resource employee versus a fixed term employee as well as how many hours per week the person will work and the number of weeks for the assignment is required. Human Resource Administration monitors use of the classification.

Promotion

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A promotion is the advancement of a current University employee to a position at a higher level that may have greater authority. The two recognized University methods for promoting employees are “competitive hire” promotions and “internal department” promotions.

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

Please note: requests for internal department promotions must be preceded by a discovery meeting with a member of the Compensation staff, the supervisor of the employee, and a member of the school/department’s HR Department. The purpose of this meeting is to gather information on the feasibility of the request. The Compensation staff may determine that another type of action is better suited (e.g., reclassification or competitive hire) or that the request is inappropriate at this time. The purpose of this meeting is to ensure that the school/department request can be substantiated. Request for discovery meetings are made via the HR Service Center.

A. Competitive Hire Promotion

- A “competitive hire” promotion occurs when a current university employee submits an application through Talent Acquisition for an open, **posted** position at a higher level with increased duties and responsibilities that may also include greater authority, is interviewed along with other qualified candidates, is selected as the final candidate, is offered and accepts the position. The value of using the “competitive hire” promotion is that it may provide a fairly large pool of qualified candidates to choose from, which is why it is the most common type of promotion.
- All applicable paperwork required for new employees applies to a “competitive hire” promotion including a signed offer letter, successful completion of background screening, signed at-will and arbitration agreements, signed job description and Job

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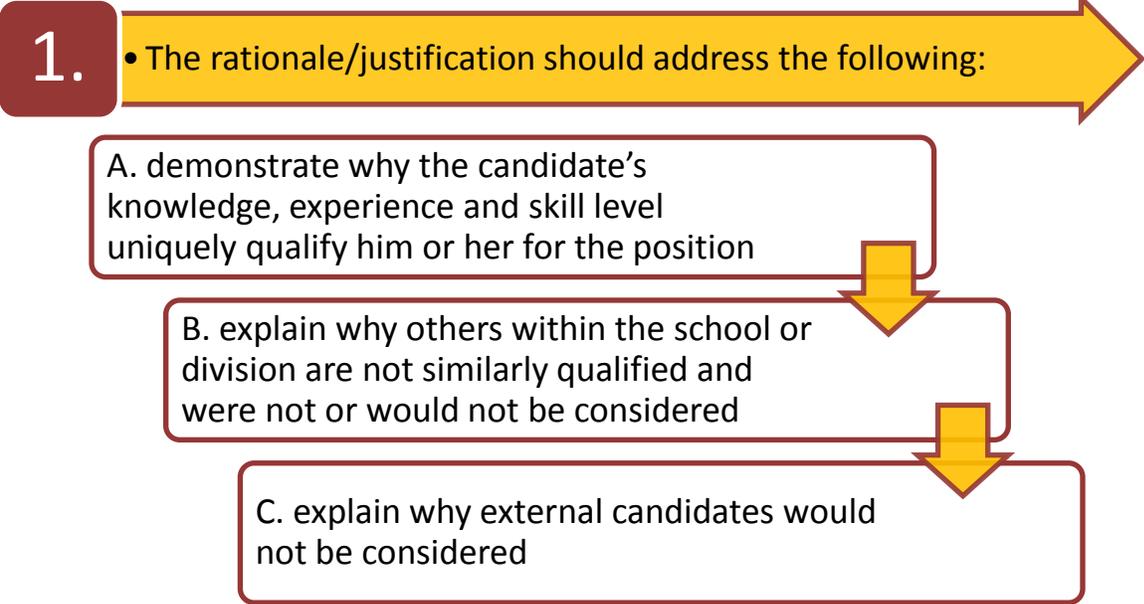
Information Questionnaire. The new rate of pay is determined on the same basis as any candidate newly hired into a posted position.

B. Internal Department Promotion

- An “internal department” promotion occurs when a uniquely qualified employee who has demonstrated increased skill level, knowledge and experience is offered and accepts a **new**, different position at a higher level, in most cases within the same job family and same department, with increased duties and responsibilities that may have greater authority. An “internal department” promotion may or may not involve a change in exemption status. In order to be considered eligible for an “internal department” promotion, an employee should be in his/her current position for at least one year and not presently performing the majority of the duties and responsibilities of the new position. Promotions may be considered at any time.

The Compensation staff must review and approve all internal promotions prior to any communication to the employee; note that all internal promotion requests should be discussed with and supported by the appropriate management within the school/department before a discovery meeting is scheduled with Compensation.

Documentation required for an internal promotion: [\(return to Table of Contents\)](#)



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2. • proposed job description
3. • proposed organizational chart or explain the new reporting structure (if the structure is changing)
4. • current job description (if not already in worker documents in Workday)
5. • resume (if not already in worker documents in Workday)

Compensation will review the last performance review which should be recorded in Workday.

Departments may not make a commitment to the employee until Compensation staff has reviewed and approved the promotion. The effective date of the promotion may not be retroactive.

The promoted employee is not guaranteed any increase in pay because of the change in responsibilities; however, a wage or salary increase is typically 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. A pay increase for an “internal department” promotion requires the supervisor to follow the guidelines outlined in the “Staff Wage and Salary Guidelines” (see “Market Adjustments”). The effective date of the pay increase may not be retroactive.

Demotion

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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 Human Resources Administration 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.

Employee Reclassification

The reclassification of a staff employee to a different position is a corrective action that typically occurs when it is determined by Compensation staff (through the position

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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 Compensation 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. Compensation staff 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 or transfer.

Supervisors should continuously evaluate the appropriateness of job duties and responsibilities for all positions and may request a position reassessment once the employee has been in the position for at least 6 months.

Similarly to the internal promotion process, requests for reclassifications initiated by schools/departments must be preceded by a discovery meeting with a member of the Compensation staff, the employee's supervisor, and the school/department's HR representative. The purpose of this meeting is to gather information on the feasibility of the request. The Compensation staff may determine that another type of action is better suited (e.g., promotion or competitive hire), that the request lacks adequate support at that time, or that the suggested new job code/description and title are suitable. The purpose of this meeting is to ensure that the school/department request can be substantiated. To schedule a discovery meeting contact the HR Service Center at (213) 821-8100.

A request for position reassessment must include the following:

- **Position Questionnaire**, completed by employee, listing the primary job duties performed, described in his or her own words (not verbiage from the job description). The supervisor must confirm the information provided by the employee and may amend it. The final version of the questionnaire must be signed by both the employee and his or her supervisor acknowledging the accuracy of the information. Position Questionnaires can be found under the "Handling Everyday Tasks" link, under the "Creating New Jobs" section: http://hrdivd.usc.edu/hra/hrp_only/index.html.
- **Organizational Chart for the unit** should be submitted only if the reclassification would result in a change of reporting structure. Please note that use of job codes with Supervisor, Manager, Director, etc. require the supervision of 2 full-time equivalents (i.e., 80 hours of supervision).
- **Current job description for the position**, which must be the most recent one on file, signed by both employee and supervisor.
- **Proposed job description for the position**, which must be completed with the percentage of time, essential, marginal and not applicable designations. **The employee**

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should not sign the submitted proposed job description until after Compensation has approved the reclassification.

Upon receipt of the required documents, Compensation staff will begin the review process. Departments should anticipate a review period of one to two weeks. The turnaround time on such requests are directly related to the completeness of the request. Requests which require clarification and more detailed information slow the process and completion of the request will be understandably impacted. During this period, Compensation staff may conduct interviews to clarify duties and responsibilities, which also may result in delays.

No commitment of a change should be made to the employee until after Compensation staff notifies the department of their determination. 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 which must be attached through the **Edit Position > Reclassification** process in Workday.

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 may be eligible for a pay increase, initiated at the discretion of the unit, but an increase is not required. See the process outlined in the "Staff Wage and Salary Guidelines" (see "Equity Pay Adjustments").

Department Business Titles

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Departments have the authority to establish a business title or change an employee's business title in order to recognize an employee's role and hierarchical placement within the department and be more descriptive of his or her responsibilities. To avoid overinflating business titles, consideration must be given to the generic and business titles of superiors, peers and subordinates in the department and throughout the university community. Departments may not create a business title that is the same or similar to an existing job code title. For business titles, departments are not allowed to use titles such as "supervisor, manager, or director" if it is not part of the generic job code title, unless authorized by Central Human Resources Administration. Compensation staff is available to assist departments with the selection of an appropriate business title. Compensation will audit department business titles.