This manual is intended to describe the Job Evaluation process at Baylor University to ensure that the process is managed in accordance with the strategic objectives. This manual will serve as a practical guide on job evaluation practices. While Baylor University intends to lend stability to practices, Human Resources and University Leadership reserve the right to modify them at any time with or without notice.

Jobs (positions) are assigned to pay bands based on external and internal benchmarking. Since the basis for this decision is job content, significant changes in job content may warrant a review of the job and its benchmarking. Jobs are assigned to position classifications based on the duties of the position. We do not assign a position to a classification based on the person in the job.
Section 2: Job Evaluation Assessment

A. Job Evaluation is necessary for

- **Reclassification** – a position’s job duties change and the position is moved into a more appropriate classification. Normally a pay adjustment is not associated with this action.

- **New position** – a position that currently does not exist at the University and is being created.

- **Market Adjustment** – an adjustment to an individual to bring them deeper within a pay band, based on the person’s skills, knowledge, experience, and performance.

- **Upgrade** – a position takes on significantly greater responsibilities and warrants an increase to recognize these additional responsibilities.

- **Title Change** - A job title should clearly and accurately describe the job’s roles and responsibilities. In order to ensure that titles are appropriate descriptors and consistent across the University, job titles are reviewed and approved by the appropriate divisional Vice President and HR prior to their use.

- **FLSA Exemption Status** - Exemption status of a position is governed by the Department of Labor (DOL). The University evaluates position to determine if it is exempt (monthly paid) or non-exempt (hourly paid) based on the rules set by the DOL.

- **Reorganization** – a process designed to change the organizational structure of the department.

B. Job evaluation is not necessary for

- Minor Changes to job description - spelling errors, rewording of functions, and basic cleaning up of the job descriptions

- Changing Supervisors
A. Methods

The University’s Job Evaluation process does not rely on titles alone to evaluate the job duties. A review of the primary purpose of the job is conducted to determine how it relates to the mission of the University. The following methods are used to determine the next steps in the job evaluation process. The purpose of these methods is to obtain accurate information about the job.

- Observation – to directly examine the work of the current incumbent
- Interviewing – interview other jobs that interact with the job being review
- Supervisor Consultation – collaboration with the supervisor
- Review of Industry Standards – contact other similar University’s for job descriptions
- Review of Current Job Description – review the position’s duties
- Review Minimum Qualifications – review industry standards, internal equity, and other resources to determine the minimum qualifications.
Section 4: Job Evaluation Responsibilities

A. Human Resources

The Human Resources Department serves as a partner and resource to University Leadership and supervisors. Specifically, HR has several important roles and responsibilities in managing the job evaluation process:

- Communicate the job evaluation process to help supervisors understand all aspects of the process.
- Provide information, data, and advice on classifications, pay levels, band assignments, policies, and practices
- Provide expert guidance, perspective, and support to help supervisors understand how appropriate decisions are made, and assist supervisors in developing recommendations

B. Supervisors

Supervisors play a critical role in the job evaluation process because they provide important job and staff member information to HR, and collaborate with HR in making pay and classification decisions. They are the first line of communication with staff. The University expects that supervisors will be open and honest about the job evaluation process with their staff.

C. Staff

While staff are not responsible for making or recommending decisions or actively managing the Job Evaluation process, they do have other important responsibilities:

- Understand the Job Evaluation by using the resources Baylor makes available (e.g., written materials, orientation sessions)
- Discuss questions or concerns with their supervisor and/or HR
- Work with their supervisor to keep their job description updated, as changes occur
Section 5: Job Evaluation Process

A. Approval Process

For a staff member to receive changes to his or her position, the supervisor must submit a request into BearQuest for the staff member. All classification changes, promotions, market adjustments, and salary increases must go through the approval steps of the BearQuest system. The approval steps include a review by the department head, Dean, AVP, Human Resources, Executive Council member, and the Budget Office. All requests are subject to the availability of University or departmental funding.