



# Your Career at Temple

JOB CLASSIFICATION SYSTEM

# Job Classification System

The job classification system at Temple ensures that all non-bargaining, non-faculty employees have a well-defined structure and clear, consistent information regarding jobs. Employees find the system useful to understand how their position relates to other jobs and to identify career and compensation opportunities within a job family and throughout the University. The system is also used to evaluate bargaining unit positions.

The Temple Classification System provides the following:

- ◆ Policies and procedures that employees can easily understand.
- ◆ A consistent application of classification policies.
- ◆ A structure of salaries keyed to the competitive marketplace.
- ◆ A wage range for each position that accurately reflects the relative value of that job in comparison to all other jobs in the organization.
- ◆ Career ladders to help employees develop skills and abilities and to provide clear direction on career opportunities.

## What Is a Job Classification System?

A job classification system is a way to assign, group and maintain jobs and associated pay ranges for positions. In this way the system clearly identifies the characteristics of jobs at different levels; jobs are first assigned a job family (as described below) and then within each job family, jobs are placed into levels based on the specific accountabilities of the job (see “Job Levels,” below). The job classification system described in this brochure applies to non-faculty employees at Temple University.

### JOB FAMILIES

The classification system groups university jobs into ten **job families**. All Temple positions, except Athletic Coaches, fit into one of these families:

- ◆ **Administrative Services** provides clerical, secretarial or administrative support to various departments within the University.
- ◆ **Facility Services** applies knowledge of architecture, engineering, building safety and regulations to the business operations of the University.
- ◆ **Finance** applies knowledge of budget and fiscal planning, accounting, business affairs, physician billing, internal audit, grant accounting and purchasing to the financial operations of the University.
- ◆ **Health Services** has specialized clinical knowledge in the field of medicine. All members in this job family have clinical responsibilities and most have advanced degrees.
- ◆ **Information and Media Services** has technical knowledge of information sciences and technology applications/services, including all University computing and technology-related applications, development and support services associated with technology.
- ◆ **Leadership** provides thought leadership to, strategic decision-making for, and management of business units, schools or departments within the University.
- ◆ **Professional Services** applies a professional body of knowledge, acquired through undergraduate program or higher, to the business operations of the University. Includes knowledge of things such as HR, legal, regulatory, library science, social work, marketing and accounting principles.
- ◆ **Protective Services** has specific training and knowledge to maintain security and safety at the University.
- ◆ **Student Services** has knowledge of athletics administration, recreation, housing, student health, entertainment services and various professional fields that support students, the community and the University.
- ◆ **Technical and Research Services** has specialized knowledge in a field of research or a specialized grant area. All positions have specialized responsibilities and most have advanced degrees.

### JOB LEVELS

Each job family includes multiple *levels*, also called *role inventories*, and each level reflects increasing degrees of accountability. Each level is described by the typical knowledge, skills, abilities and outcomes unique to the jobs in that level. These attributes are used to assign a salary grade to each level based on market data.

Temple’s classification system features a **role inventory** job evaluation process that clearly documents the work performed within the organization and allows for jobs to be compared across the organization.

To maintain and promote internal equity, this classification system can be adapted and modified as needed. For example, accountabilities can be changed or expanded or roles can be created. The benefit of the role inventory process for employees is the establishment of career paths. Career paths allow you, with the assistance of your manager and Human Resources, to plan and chart your career path across one or more job families. For example, a job in the Professional Services family in level 2 (PS-2) may have similar accountabilities as a job in Information and Media Services level 1 (IS-1); therefore, an employee may consider making a career change by moving to a job with similar accountabilities in another job family.

### WHAT THE CLASSIFICATION SYSTEM MEANS TO YOU

- Clear definitions and guidelines of the skills and accountabilities of your position.
- Specific career paths within your job family.
- Role inventories provide a “blueprint” of how your skills might fit other positions in other job families.
- Specific skills and abilities required for positions in other job families.

Read the rest of this brochure for more details.

The chart below shows each job family and subsequently the levels within the job family.

ROLE INVENTORY SYSTEM MATRIX, DECEMBER 2007												
	Grade T21	Grade T22	Grade T23	Grade T24	Grade T25	Grade T26	Grade T27	Grade T28	Grade T29	Grade T30	Grade T31	Grade T32
Administrative Services	AS-1	AS-2	AS-4	AS-5	AS-6							
Facility Services			FS-1	FS-2		FS-3	FS-4	FS-5		FS-6		
Finance			FN-1	FN-2	FN-3	FN-3.5	FN-4	FN-5	FN-6			
Health Services			HS-1	HS-2		HS-3	HS-4					
Information and Media Services				IS-1	IS-2	IS-3	IS-4	IS-5	IS-5.5	IS-6		
Leadership									LS-1	LS-2	LS-3	LS-4
Professional Services			PS-1	PS-2	PS-3	PS-4	PS-5	PS-5.5	P6			
Protective Services			SP-1	SP-2	SP-3	SP-4	SP-5	SP-6				
Student Services			SS-1	SS-2	SS-2.5	S-3	SS-4	SS-4.5	SS-5			
Technical and Research			TR-1	TR-2	TR-3	TR-4	TR-4.5		TR-5			

JOB FAMILY

### ROLE ACCOUNTABILITIES

Each level (or role inventory) uses the same five accountabilities to describe compensable factors for work being performed at Temple.

- ◆ **Functional contribution and research** describes major functional duties of the role.
- ◆ **Relationships, service and community** describes the variety of working relationships that must be developed and maintained by the role.
- ◆ **Problem-solving and innovation** describes the scope of issues, analytical processes and availability of resources that guide how issues are resolved by the role.
- ◆ **Decision-making impact** describes the level of judgment and authority exercised by the role.
- ◆ **Leadership and training** describes the personal leadership attributes required.

The accountabilities were used to develop Temple’s competencies for Performance Development and annual evaluations.

### A WORD ABOUT SALARY STRUCTURE

The salary structure consists of twelve “T” grades, as shown in the chart. Each grade has a New Hire Zone, Target/Midpoint 75th percentile and Maximum. Because the salary structure is based on market data, it changes periodically. Following are general guidelines regarding the salary structure:

- ◆ The **New Hire Zone** is the range of pay that can be given to an employee who is assigned to a position for which he or she possesses minimal qualifications and is expected to be able to perform basic duties and responsibilities after normal training.
- ◆ The **Target/Midpoint** is an approximation of the competitive market rate.
- ◆ The **75th percentile** identifies when pay starts to become significantly above market.
- ◆ The **Maximum** is the highest salary level for the grade.

Temple’s “T” salary structure is “semi-broad-banded” and provides for a wider range of pay than most typical pay structures. The wider range allows for substantial pay opportunity within a range, in addition to more traditional promotional “career steps” from range to range.

Please consult with your manager or Human Resources regarding more specific salary questions.

This brochure describes, in general terms, the Job Classification Program for non-bargaining, non-faculty staff at Temple University. As a general overview, this brochure does not describe the program in detail. The governing documents are the employee manual supplemented by the classification manual, which may be altered or amended at any time, without advance notice. Temple University reserves the right to revise its policies, programs and benefit plans at any time, without advance notice. This brochure does not, nor is it intended to, create a contract between the organization and any of its employees for employment or for the provision of any benefits or specific level of compensation.

Temple University administers the Classification Program in the best interest of the employees and provides compensation without regard to race, color, religion sex, age, sexual preference, national origin, or handicap.

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