Position Profile Training Session

Project Overview, Tool Completion, and Next Steps

January – September 2016

Sibson Consulting
# Training Objectives

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**Review position profile tool:**  
- Navigation
- What to include / exclude
- Helpful tips

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The time has come for another meaningful opportunity to participate in the Total Compensation Study!

During the fall, a new tool was developed for data collection and vetted with members of our Total Compensation Advisory Committee. Now we ask that each unclassified employee update his/her position profile.

You and your colleagues may be doing the position profiles at different times and that’s intentional. We are rolling this out by similar jobs and over the course of several weeks in order to allow for relevant review and analysis of the information.

Thank you in advance for doing your part to support this project.
Human Resources 7 Key Strategies
Focal Strategy - Total Rewards
The Total Rewards Model

**Focus Areas**

**Affiliation**
- Values
- Market Position
- Organization Support
- Work Environment
- Community Citizenship
- Relationships

**Compensation**
- Base Salary
- Incentives
- Cash Recognition
- Premium Pay
- Pay Process

**Work Content**
- Variety
- Challenge
- Structure
- Autonomy
- Feedback
- Impact

**Career**
- Advancement
- Title
- Personal Growth
- Training
- Employment Security

**Benefits**
- Health
- Retirement
- Recognition
- Perquisites
- Income Security
- Time Off
- Work Arrangements

**The feeling of belonging to an organization that shares your values**

**The satisfaction that comes from the work you do**

**Long-term opportunities for development and advancement**

All the direct rewards you receive

All the indirect rewards you receive
Project Phases

1. Project Kickoff and Total Compensation Philosophy Development
2. Position Profile Collection
3. Assessment of Current Practices (Compensation and Benefits)
4. Job Evaluation / Classification Tool Development
5. Market Pricing
6. Pay Structure
7. Career Paths
8. Administration Policies & Finalization of Total Compensation Philosophy and Implementation

The entire project is expected to take 18 months.
How Will Position Profiles Be Used?

Position Profile

- Incumbent-specific record of position purpose and duties
- Defines what each incumbent’s major responsibilities are in the role
- Will be used to map incumbents to job specifications

Job Specification

- Detailed summary of characteristics and responsibilities of the job
- Specific to the institution, but not to each individual in the job
- Covers majority of the duties of individual incumbents in job

Market Survey Job

- Least detailed
- Thumbnails, usually 3 – 4 sentences, describing core of survey job
- May require adjustments to match to institution’s job
- Will be fairly consistent from survey to survey

When there is only one incumbent in a job specification, the position profile and job specification are the same.
What is the Difference Between a Position Profile, a Job Specification, and a Market Survey Job?

- **Incumbent Name**
  - George Clooney
  - Julia Roberts
  - Matt Damon

- **Position Profile**
  - Administrative Assistant, IT
  - Administrative Specialist, Finance
  - Administrative Assistant I, Development

- **Job Specification**
  - Administrative Assistant I

- **Market Survey Job**
  - Survey 1: Administrative Specialist
  - Survey 2: Assistant I, Administrative
  - Survey 3: Administrative Assistant I

This comes from you.

This is a result of this process.

This comes from a survey provider and cannot be edited.

New job specifications will be used to identify market survey matches. Matches will be identified based on responsibilities, not by titles.
What is the Process for Developing and Finalizing Job Specifications?

1. Individual position profile output
   - Individual employees are responsible for making sure position profiles are completed

2. Position profile review by Manager and HR
   - Review to ensure position profile does not under- or over-estimate duties
   - Manager communicates any major changes made to employee
   - HR assess and identify profiles to use in creating updated job specifications

3. Consolidation with like position profiles into job specifications
   - Assign working title to job specifications

4. Job specification review by HR and job family owner
   - Review to ensure captures generic duties of job
   - Some job specifications will cover multiple incumbents; others will cover a single incumbent
   - Review of mapping of employees to job specification

5. Final job specification
   - Output to be used in hiring, job classification, and market matching

• Individual employees are responsible for making sure position profiles are completed
Let’s talk about some common questions that arise when taking on an initiative like this one.

- Will job titles change as a result of this work?
- Will everyone be writing a new position profile? At the same time?
- Who should write the position profile?
- Who has final say on my position profile?
- What am I going to have for dinner?
Accessing the Position Profile Tool

This Position Profile Tool will be distributed to unclassified employees at various times through September in an orderly manner, identified by either a department and/or like work functions.

Initial step: you will receive a unique Qualtrics link via email from “hr-position-profile@wright.edu”

- You can enter the tool as often as you like and any entries are automatically saved.
- You will be able to download a PDF version to save and/or print.
- You are strongly encouraged to connect with your supervisor/manager in the development of your Position Profile.
- Once complete, you will “submit.” At this point, you will no longer have access.
- Your submit triggers a link to your supervisor/manager who will review, change and approve your submission; any changes should be communicated back to you.
- As your supervisor/manager approves your submission, they will “submit” to Human Resources.

NOTE: Each link is unique to the email recipient; please do not forward the email.
## Position Profile Sections

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*We estimate that this effort will take no longer than 30 – 45 minutes of your time, and you may work in several sessions if you wish.*
Completing and Reviewing your Position Profile

Do:
- Describe the position, not the person
- Describe the current position content
- Consult with your supervisor
- Seek clarification on questions prior to submitting
- Use position titles or roles when referring to others at WSU
- Spell out acronyms
- Define technical terms (when necessary)
- Be succinct

Do Not:
- Describe anticipated changes or outdated functions no longer in use
- Include temporary assignments or job responsibilities that will not be a permanent part of the job’s responsibilities going forward
- Use names of people (unless specifically requested)
- Use jargon
I. Demographics

**Purpose:** Provides important position identifying information

- **Employee Name**
  - First Name
  - Last Name

- ** Supervisor/Manager Name**
  - First Name
  - Last Name
  - Supervisor/Manager Email

- **UID**
  - Must start with a U followed by numerical characters.

- **Current Position Classification**

- **Current Working Title**

- **Date Completed by Employee (mm/dd/yyyy)**
  - Must be in mm/dd/yyyy format.

- **Please choose your college or service unit, then department.**
  - College or Service Unit
  - Department

*This must be accurate! Must answer in order.*
II. Position Purpose

**Purpose:** Provides a brief overview of the position’s primary purpose.

- This is a brief summary of the position’s responsibilities at WSU—an “elevator summary”
- You meet an old friend in an elevator. How would you describe your position in such a brief time?

**SAMPLE**

**Elevator Operator Position Purpose**
To ensure all residents and guests of the building are greeted courteously and brought up (or down) to the appropriate floor.

NOTE: you will be limited to 400 characters, so make sure it’s a normal elevator and not the one in the Empire State Building!
III. Position Duties

Detailed Information on Position Duties Section

Position Duties are the major ongoing responsibilities of a position

- Describe up to five responsibilities
- Begin with the most important
- Write for an audience who is unfamiliar with the position
- Approximate percentage of time spent on each function in a year

The character limit is 800. There is no extra credit for effort or creative writing, so be succinct!

Focus only on those duties that require greater than 5% of your time.
III. Position Duties
Detailed Information on Position Duties Section continued

DESCRIPTING POSITION DUTIES CLEARLY

Use the following pattern to write a primary responsibility statement:

Action Word + Subject + Activities

For example:

Action Word

Reviews and validates transactions by ensuring completeness and accuracy of the account balances.

Subject + Activities

For a complete list of action words, please see the Appendix.
III. Position Duties

### Detailed Information on Position Duties Section continued

**Purpose:** Forms the basis for employee and manager expectations for accomplishments and performance; is considered the most important section of the Position Profile

#### The Good:
- Inventory control, tracking, reporting, and management for campus bookstore
- Coordinated schedules to provide 24/7 coverage of all living organisms in biology lab
- Performs periodic IT systems audits to ensure proper functioning of servers; escalates any major issues to manager

#### The Vague:
- Prepare reports
- Liaisons with other departments
- Answers questions

#### The Wordy:
- Observe functioning of installed lightbulbs to determined need for replacement, assesses appropriate replacement part, obtains needed tools, including materials to elevate employee to appropriate level, assesses safety risks and completes switch out of illumination parts and disposal of used equipment.
- Utilizes multiple sources of weather-related documentation (including, but not limited to iPhone reports, local weather reports, Farmer’s Almanac, and personal knowledge of past weather events) to assess needed human and material resources, schedule and plan strategy and ultimately remove snow from campus walkways. Requires a high level of independence of action and discretion as no two weather events are identical.
III. Position Duties
Detailed Information on Position Duties Section continued

Other Position Duties as Assigned: There are sometimes other things for which a position is responsible that are either too detailed or too varied to include in the previous section. You can account for them here.

Percentage Total: You will need to sum each of the percentages that you entered in the sections prior. They must sum to 100%. If not, go back and refine, as needed.

If relevant, you can enter 10% or lower here.
If not, please enter zero.

This must sum to 100%.
IV. Education

**Purpose:** Indicates the required level of education to successfully perform the position’s responsibilities

**First,** select the education level that is **required** for this position. This may be different than the level of education you bring to the position.

**Then,** provide the specific field of study (if required). If there is no required field of study, you can leave this blank.

Remember that this is not your **education.** This is what is required for this position.
V. Work Experience

**Purpose:** Indicates the required level of prior work experience to successfully perform the position’s responsibilities

*First,* select the work experience level that is *required* for this position. This may be different than the level of experience you bring to the position.

*Then,* identify if there is any work experience that may substitute for education (If this does not apply, you can leave this blank.)

Remember that this is not your work experience. This is what is required for this position.
VI. Skills

**Purpose:** Describes the type and level of skills required to perform the position’s responsibilities

If there are any skills that an individual must possess in this position, include them here. Also, if any licenses or certifications are needed for this position, include those as well.

If applicable, list additional skills required (specific database or software knowledge, licensure, certifications, valid Driver's License, etc.).

The character limit is 400.

This item may be left blank.

Most Position Profiles will not need any information in this section.
VII. Autonomy

**Purpose:** Indicates the level of independence this position has in conducting work

Select the answer that corresponds most closely to the position’s degree of autonomy, which indicates the level of discretion afforded to the position.

Autonomy: Check the level which best describes the majority of this position’s self sufficiency

- Work is closely monitored by supervisor, with detailed instructions provided
- Work follows specific procedures, from which priorities and how to organize work are derived
- Results are defined and existing practices are used as guidance to determine specific work methods and to perform work activities independently; management is available to resolve problems
- Results are defined; sets own goals and determines how to accomplish results with minimal guidance; management provides broad guidance and overall direction
- Establishes results, goals, guidance and has overall responsibility for own work and work of direct reports

You may select only one response.
VIII. Impact

**Purpose:** Indicates area(s) of the university impacted by this position

Select the answer that corresponds most closely to the position’s degree of impact

- Work primarily impacts own department
- Work primarily impacts own College or Service Unit
- Work primarily impacts own College or Service Unit, but involves significant engagement of several areas of the University
- Work primarily impacts all areas of the University
- Work impacts entire University or broad areas with regards to goal achievement, compliance, reputation, etc.

You may select only one response.
IX. Budget Responsibility

**Purpose:** Indicates the existence and extent of fiscal responsibility

**First,** identify whether the position has any fiscal responsibility.

**Second,** select the level of budget involvement.

**Third,** if applicable, provide operating budget, grants budget, and/or number of grants position is responsible for.

**Last, but not least,** provide information about other funds or accounts not mentioned above (if applicable).

**Budget Responsibility: Does this position have budget responsibilities?**

- **Yes**
- **No**

If “No” then you will immediately move to the Supervising Work of Others section.

Select as many as apply.

- Validating and paying invoices
- Monitoring
- Preparing
- Planning

Check the level of budget involvement listed below (check as many as applicable):

If applicable, enter the numeric value for the following:

- Operating budget based on estimated expenses of ($):
- Grants budget of ($):
- Average # of Grants:

If applicable, indicate if position is responsible for other funds or accounts not listed above, e.g. foundation, revenues.

The character limit is 400.
X. Signature Authority

**Purpose:** Indicates the existence and extent of signature authority

**First,** identify whether the position has final signature authority.

- **Yes**
- **No**

If “No” then you will immediately move to the Supervising Work of Others section.

**Second,** indicate the level of authority (department, college or service unit, and/or university) and dollar amount for final signature authority.

- **Department**
- **College or Service Unit**
- **University**

Check all that apply. Provide numerical values in this section.
XI. Supervising Work of Others

**Purpose:** Indicates the existence and extent of supervisory responsibility for other employees

**First,** identify whether the position has responsibility for the supervision of others.

**Second,** select the phrase(s) that best describe the nature of your supervision of employees.

**Third,** select the phrase(s) that best describe the nature of your supervision of employees.

There is a “does not supervise” option if position is not responsible for a group. If both do not apply, go back to the supervisory duties question and select “No.”

**Last, but not least!**, indicate the number of employees in each group that report to this position.

If “No” then you will immediately move to the Safety Training section.

You may select as many phrases as are applicable.

Provide numerical values in this section.
XII. Direct Report Supervision

**Purpose:** Indicates the existence and extent of supervisory responsibility of direct reports

**First,** identify whether your direct reports supervise others.

If “No” then you will immediately move to the Safety Training section.

**Second,** indicate the number of employees (both direct and indirect) that your direct reports supervise.

Provide numerical values in this section.
We’re Almost There!
XIII. Safety Training

**Purpose:** Indicates whether or not you have completed the on-line Environmental Health and Safety (EHS) Training Questionnaire

Indicate whether you have completed the EHS Training Questionnaire:

- ☐ Yes
- ☐ No

If you have not completed it, copy this link and paste in a browser to get started (also available in the Position Profile Tool):

http://wsuehs.com/ehs/content/training-questionnaire

You can even take it later today, if you would like!
XIV. Additional Information

**Purpose:** Provides additional information about the position to fully understand the role, responsibilities, nature, and scope of the position that is not captured in previous sections.

Examples of additional information include: unusual circumstances, cyclicality, or anything else to help the reader understand the position better.

Additional Information: Provide any additional relevant information not already addressed (800 characters).

The character limit is 800.

This item may be left blank.
Reviewing Your Position Profile

You have reached the end of the survey.

Last Steps:

1. To review and/or change your responses, select the back button (<<) on each screen.
2. Once satisfied with your responses, select the next button (>>) on this last screen to save, print and submit.
3. Please note: once you submit, you will no longer have access to change, save or print.

The back button (<<) allows you to return and review your selections, making any changes as needed.

The forward button (>>) allows you to see your completed position profile. You will be able to save, print and submit in this final screen.
Save, Print and Submit Your Survey

On this final screen, you will see a complete listing of your responses with the option to Download a PDF version to save and/or print.

Note: You still have the ability to change any responses by pressing the back button (<<) at the bottom of this summary page.

Once satisfied with your responses, you need to submit your Position Profile by selecting the forward button (>>) at the bottom of this summary page.

(Located at the very bottom of summary page)
You are Finished!!

NOW, PAT YOURSELF ON THE BACK. YOU’RE FINISHED!

- Your submission will trigger an email to your supervisor/manager, letting them know your Position Profile is ready for their review.

- You will also receive a confirmation email noting completion and it will contain a copy of your submission.

- If your supervisor/manager should make any changes, they will need to communicate the changes to you along with a copy of your final position profile.

- Once your supervisor/manager approves, Human Resources will also be reviewing and if any questions arise, they will contact you.
Are There Any Questions?

- What if I lose the tool link?
- Does the tool save my work? How often?
- What if I submit and then need to make a change to my position profile?
- Who do I email with questions?
- When is my position profile due?

Take Note!

The email box for this initiative is: hr-position-profile@wright.edu

Please do not hesitate to reach out to us!
Appendix:

Glossary of Action Verbs
Glossary of Action Verbs

• **ADJUST**—Bring to more satisfactory state; change to enhance a situation.

• **ADMINISTER**—Exercise and implement control over the performance of specific operations, approved plans, or established policies within the scope of limited and well-defined authority.

• **ADVISE**—Give information or opinion pertinent to a probable course of action.

• **ANALYZE**—Study the factors of a problem to determine a proper solution.

• **ARRANGE**—Put into suitable order or sequence; to make preparations or plan.

• **ASSIST**—Take an active part or give support in performing a function.

• **BALANCE**—Arrange so that one set of elements exactly equals another.

• **CALCULATE**—Work out by mathematical computation.

• **CHECK**—Compare with a source, original, or authority.

• **COMPILE**—Put together a series or group of facts or figures from somewhat related sources into a related whole; usually used in the sense of making a report.

• **COMPOSE**—Form by putting together; formulate or write.

• **CONDUCT**—Exercise leadership in a project or study.

• **COORDINATE**—Combine (through balancing, tuning, or integrating) the efforts of separate groups to accomplish a specific objective; coordination can be exercised without line authority.

• **COUNSEL**—Give advice and guidance to another.

• **DEMONSTRATE**—To show clearly; illustrate or explain with many examples.

• **DEVELOP**—Advance programs, planning or personnel capabilities to higher state.

• **DIRECT**—Authoritatively define, regulate, or determine the activities of subordinate organizational units to achieve predetermined objectives.
Glossary of Action Verbs continued

- **Distribute**—Give out; divide among several.
- **Execute**—Put into effect according to a plan (See "Administer").
- **File**—Arrange in order for preservation or reference; place among official records.
- **Gather**—Come or bring together into a group mass or unit.
- **Initiate**—Start, begin, or introduce a program or action.
- **Install**—Set up for use or service.
- **List**—Place in a specified category; register.
- **Maintain**—Keep in an existing state; to continue or preserve; keep in a state of efficiency or validity.
- **Manage**—Plan, organize, and control to achieve coordinated objectives by leading and directing subordinates without giving detailed supervision.
- **Monitor**—Watch, observe, or check for a special purpose; keep track.
- **Negotiate**—Reach agreement on specific proposals through discussion with others of a different viewpoint.
- **Obtain**—Gain or attain by planned action or effort.
- **Operate**—Perform a function.
- **Organize**—Set up plans and procedures for achieving objectives.
- **Participate**—Take part in and share responsibility with others for action but without individual authority to take action.
- **Perform**—Carry out, accomplish; to do in a formal manner or according to a prescribed method.
- **Plan**—Devise or determine a course of action to achieve a desired result.
- **Provide**—Furnish necessary information or services.
- **Post**—Transfer an entry or item from one record to another.
Glossary of Action Verbs continued

- **PREPARE**—Make ready for further action or purpose.
- **PROCESS**—Perform a series of actions or operations leading to an end.
- **PROVE**—Determine extent of agreement or disagreement with intended relation between results.
- **RECOMMEND**—Offer for acceptance and support a course of action to persons responsible for approval or authorization.
- **RECORD**—Register, make a record of.
- **REPAIR**—Restore by replacing a part or putting together what is torn or broken; to fix.
- **REPORT**—Give an account of; make a written record or summary.
- **RESEARCH**—Careful or diligent search; investigate or experiment with the aim of discovery and interpretation of facts.
- **REVIEW**—Critically examine (completed work, reports, performance) with a view to amendment or improvement.
- **SCHEDULE**—Plan a timetable; to set, appoint, or designate for a fixed time.
- **SORT**—Put in a certain place or rank according to kind, class or nature.
- **SUPERVISE**—Oversee or watch with authority work, proceedings, or progress; control employment status, including hiring, salary adjustment, promotion, termination; implies day-to-day concern with details of operation.
- **TABULATE**—Arrange figures or items in rows and columns; computing by means of a table.
- **TRANSCRIBE**—Make a written copy; dictated or recorded information in longhand or on a typewriter; transfer from one recording form to another.
- **VERIFY**—Determine the accuracy of one thing or figure in relation to other things or figures known to be accurate.
Thank you for taking this Position Profile Training