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Overview

The Project Management Broadband Program is comprised of five pay bands: Architects, Planners, Engineers, Project Managers and Directors. Each band includes multiple positions reflective and representative of the breadth and depth of the specific discipline.

Positions within the Project Management Broadband Program include full-time or part-time positions that are directly responsible for developing, managing, planning, integrating and/or supporting construction projects or facilities.

The five Project Management bands and a summary of their typical duties are:

**Architect**

Applies professional knowledge, skills, and training to perform design related tasks for all project team members during the programming and design phase of projects. Intermediate level responsibilities included providing professional architectural services in design, construction, alteration or renovation of University buildings and facilities and making independent contributions to projects based on professional training or functional experience. Senior level responsibilities including providing advanced professional architectural services for complex, high profile projects. Senior architect is an expert in most aspects of design and construction management and is extremely knowledgeable of construction management.

**Engineer**

Uses prescribed methods to perform specific and limited portions of a broader engineering project that requires the application of standard and routine engineering techniques, procedures and disciplines. Intermediate level responsibilities include, under the direction of the Project Manager or Senior Staff Engineer, providing project management, design review, administrative, and engineering field support for projects. Senior level responsibilities include providing professional engineering field support for designated projects and making independent contributions to projects based on professional training or functional experience.

**Planner**

Applies professional knowledge, skills, and training to perform architectural planning related tasks for all capital projects under the direction of the Director of Campus Planning. Intermediate level responsibilities include providing professional architectural planning services supporting implementation of the master plan and making independent contributions to projects based on professional training or functional experience. Senior level responsibilities include providing advanced professional architectural planning services for complex, high profile projects. The senior level planner is an expert in most aspects of planning and design.
**Project Manager**

Directs the activities of assigned major capital construction projects. Intermediate level responsibilities include being directly responsible for the management of assigned construction projects and making independent contributions to projects based on professional training or functional experience. The Senior Project Manager is an expert in most aspects of construction management and oversees engineering and architectural services by directing, managing, planning and implementing new construction and renovation projects.

**Director**

Demonstrates a working knowledge of directing and developing projects that are directed and completed within proper scope, budget and scheduling. Intermediate level responsibilities include the demonstration of a thorough knowledge of project management and accountability for the direction of cost-effective development and management of new buildings and/or existing structures, including budget analysis and reporting of overall project control. The Senior Director demonstrates advanced knowledge of directing and managing highly complex/high profile projects, providing leadership and direction, ensuring adherence to project budget and scope.

Each band is broadly defined to encompass all job levels, (exempt) from entry level to the most senior. Broadly defining construction management work has several advantages. These definitions provide more flexibility in assigning work than do discrete job descriptions. They support flatter organizational structures. Broad bands rather than individual salary schedules are more likely to keep pace with rapidly changing competitive demands than narrowly defined classes, and they provide a management tool for promoting and recognizing skill and professional development. Broad bands also help to facilitate and motivate the natural, fluid progression of skill development and the attainment of specialty expertise in architectural and construction management field than do discrete, narrowly defined classifications.

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**Roles and Responsibilities**

Administrating the Project Management Broadband Program requires several roles. These are identified below, along with the major responsibilities that fall to each role.

**Supervisor**

- Assess and recommend competency level of incumbents, new hires and transfers using the *Competency Assessment Form*
- Assure equitable and non-discriminatory application of all policies
- Conduct formal annual performance review including competency level review
- Recommend salary adjustments based on growth of skills, annual review, new competency level attainment, certifications, etc.
- Provide informal performance feedback throughout the year to the employee
- Initial assignment of band for new positions

**Associate VP/University Architect**

- Review employee appeals regarding competency level placement or salary increase recommendations
- Review and approve all pay decisions within University policies (subject to divisional policy and audit)

**VP Designee**

- Initial implementation of Project Management Broadband policies and procedures, and continued assurance that policies are being followed within the VP area.
- Approval of competency level, sending a copy of the form to the Construction Management Designee
- Review employee’s request and/or department’s recommendation to reduce competency level in consultation with Employee and Labor Relations and Construction Management Designee (salary to be reviewed by HR/Office of Compensation and Construction Management Designee)
- Submit exceptions for pay increases outside of policy to the HR/Office of Compensation.

**Construction Management Designee**

- Daily oversight and monitoring of the implementation of the Project Management Broadband Program
- Assign target market salary for Project Management Band Questionnaire with copy to HR/Office of Compensation
- Review and approve Project Management Band Questionnaire
- Review and approve new employee’s starting salary within the ±20% range of target market

**Joint Responsibilities Between HR/Office of Compensation, VP Designee, and Construction Management Designee**

- Review and approve all exceptions to University policy – HR Department is the final authority
- In conjunction with the Office of Equal Opportunity, conduct periodic audits of pay practices for Project Management positions to ensure policies are being implemented in a fair, unbiased, and equitable manner
- Review and revise policies as necessary for Project Management Broadband Program
- Review and approve starting salaries that fall outside of the ±20% range of the target market salary
- Provide annual update of Project Management target market data to VP Designee.
Miscellaneous Information

University Policies

Unless specifically described differently within this document, all University policies apply to employees included in and paid under the guidelines of the Project Management Broadband Program.

Equal Employment Statement

The University of Cincinnati reaffirms its policy that discrimination on the basis of race, color, religion, national origin, age, sex, sexual orientation, disability, and status as a disabled veteran or veteran of the Vietnam era will not be practiced in any of its programs or activities. Furthermore, where past or present discrimination continues to have an adverse impact upon protected class members, such as minority groups, women, disabled, Vietnam era veterans, or disabled veterans, the University will take affirmative action to implement its policy of equal opportunity for all.

Grade Levels Under Broadbanding

Given that positions have banded into one title, it was necessary to assign new grade levels to identify employment status. All old Project Management classifications and special market ranges will be deactivated and will no longer be usable as of _______. Refer to the Grade Level Conversion Chart.

Project Management Job Classification Table

A new Job Classification Table has been created to accommodate the Project Management Broadband Program.

Competencies Overview

What are Competencies?

Competencies refer to the characteristics of positions and the behaviors, traits and accomplishments that are required for successful job performance.
Just as the band series more broadly defines project management functions, the use of competencies supports a broader concept of “the job.” Competencies expand on the traditional concept of “the job” as simply a set of discrete, ongoing tasks by recognizing that each individual jobholder brings a unique contribution to his or her job. This concept recognizes individual skill application as an important factor in performance and compensation decisions.

In the Project Management pay program, competency levels differentiate entry-level positions from those at the more advanced professional practice levels.

The three competency levels used for Project Management are:
- Competency Level One (CL1) - Developing
- Competency Level Two (CL2) - Seasoned
- Competency Level Three (CL3) – Career

Employees must meet 100% of the competency level determination criteria and the minimum qualifications of the level they are assigned. Refer to Career Level Guide and Checklist that defines the competency level criteria for each band.

The *Minimum Qualifications Guideline* describes the minimum qualifications for each competency level within each band. Each job or role within a band may have more specific minimum qualifications regarding technical expertise and/or experience. The department in which the job resides will identify these job-specific minimum qualifications.

**Special requirements & other program issues:**

There is no program requirement that mandates movement from CL2 to CL3. In fact, most CL2 employees will never move to CL3. Movement to CL3 requires VP Designee review and approval.

It is possible for employees, with the approval of management, to move to a lower competency in their current band or in another band, either voluntarily or through competitive recruitment (to whichever Competency Level is appropriate.) Movement to a lower competency level may necessitate a reduction in salary.

The compensation impact of competency level changes is further described in the *Pay Practices* section of this manual.

**Determining an Employee’s Competency Level**

There are five types of bands, Architect, Engineer, Planner, Project Manager, Director. Each band has different *Competency Guidelines*. Within each Competency Guideline are 3 attributes: Technical Know-How and/or Supervisory, Critical Thinking and Interactive. Under each attribute are several categories. For each attribute category, the supervisor must identify job specific technical competency indicators. These indicators should clearly identify the skills
required for a position at each competency level.  (See examples for Competency Example – Architect, Engineer, Planner, Project Manager, and Director).

An individual is placed at a competency level based on an assessment of the individual’s skills against the overall skill requirements of the position being performed. Competency level recommendations are the responsibility of the immediate supervisor, but should be determined in conjunction with the employee. The supervisor and the employee should discuss the employee’s competency level. Anytime a competency level is changed, it is the responsibility of the supervisor to obtain the employee’s signature, thus notifying the employee of the change.

When the supervisor/manager feels the employee has met 100% of the minimum requirements as indicated in the Competency Guidelines and the Minimum Qualifications for the band/competency level, and can fully demonstrate all the competencies for the higher level, then the individual is eligible for a promotion. Competencies should be reviewed at least annually as part of the performance review process and each time there are significant and permanent changes in job function or when new competencies have been acquired, at the supervisor’s option. The Competency Assessment Form is used whenever this review is completed and a copy will always be sent to the VP Designee. If the supervisor recommends a pay increase the completed assessment form is submitted along with a PAF to PEIS, with changes in job title code as necessary, as indicated in the Job Classification Table.

When competency level movement is under consideration, typically a salary increase is warranted. If movement from CL2 to CL3 is being considered, it first must be determined if the University has a need for additional staff at the CL3, which requires approval of the VP Designee.

An individual may be working at different competency levels in varying work assignments or typical duties. To qualify for a particular competency level the individual must be able to fully demonstrate to the satisfaction of his/her supervisor 100% of the competencies for that level in that position.

Increases in competency level are not permitted during the first six months an individual is in a position. Decreases in competency level are permitted in the first 6 months as indicated in Failure to Perform Stated Competencies section of this manual.

**Appeal Process**

Competency level appeals cannot be initiated until after the initial project implementation is completed. Employees can appeal their competency level placement within 10 working days from the date the supervisor notified them of the CL placement. The appeal must be submitted in writing to the Assoc. V.P./University Architect and copy to the VP Designee. The appeal must include all information the employee wants to be considered for the appeal.
The University Architect and VP Designee, in consultation with the HR/Office of Compensation and the Construction Management Designee, will issue a determination letter to the employee (with copies to those people identified above) within 15 working days. If the employee is not satisfied with the outcome, they have 10 working days to send a written appeal (again providing all information to be considered for the appeal) to the Associate Vice President for Human Resources.

## Salary Structure

The Project Management Broadband pay structure is comprised of a broad pay range for each band. Minimum and maximum pay rates are established for each band pay range with no interim steps. Each competency level within a band has its own minimum and maximum internal range defined. These internal ranges represent the minimum and maximum that can be paid to an individual in that pay band and at that competency level.

The pay ranges were developed and are maintained using salary survey data that includes public and private sector employers, including universities and architectural, engineering and construction management firms. Market surveys will be conducted periodically, and other market data evaluated, to ensure that pay ranges remain market competitive.

The internal competency ranges are generally calculated the same for each broadband pay range. The CL1 internal range is equal to the lowest 25% of the entire pay band. The CL2 internal range is equal to 80% of the entire pay band and is anchored around the range midpoint. And the CL3 internal range is equal to the highest 30% of the entire pay band. The following representation shows the structure of each pay range:

<table>
<thead>
<tr>
<th>Band Minimum</th>
<th>Band Pay Range</th>
<th>Band Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competency Level 1</td>
<td>25%</td>
<td>Competency Level 2</td>
</tr>
<tr>
<td>Competency Level 3</td>
<td>30%</td>
<td></td>
</tr>
</tbody>
</table>
Employees will always be paid at least the minimum of the competency level to which they are assigned. An employee’s salary cannot exceed the maximum of the competency level to which they are assigned. The only exception to this will be for an employee who transfers from one band to another and their current pay is higher than the maximum of the competency level to which they are assigned. In that case the employee and supervisor will agree on an acceptable period of time in which the employee will demonstrate competencies at the higher level. Once these higher level competencies have been demonstrated the employee will be promoted to the higher level. A pay increase for this promotion will not be automatic but will be based on an assessment by the supervisor and department head with approval from the Associate V.P./University Architect, as long as the salary is within the band and CL range. Care should be taken to assure that pay practices are administered fairly and equitably throughout the unit.

The 80% internal pay range for CL2 has the advantage of giving most employees access to a large portion of the pay range with less likelihood of “capping.”

The internal salary ranges overlap adjoining internal ranges. The overlap with a lower competency range recognizes varying entry skills and capabilities and provides promotional opportunities. The overlap with a higher competency level offers continued recognition for performance of increasingly complex or diverse work assignments at the lower competency level while advancement to the higher level might not yet be appropriate or needed by the University.

### Target Market Salary

Each position will be assigned a target market salary by the Construction Management Designee. The target market salary is determined from national surveys of the salary survey data that includes public and private sector employers, including universities and architectural and engineering marketplace. Similar positions are benchmarked and several surveys are averaged to arrive at a figure for each position. Target market salaries will be reviewed as needed, and will be adjusted no less than annually.

For initial hires and internal promotions, the hiring supervisor/manager, with the approval of the Construction Management Designee (same position as above), has the authority to determine an equitable salary offer, as long as it is within ±20% range of the assigned target market salary.

<table>
<thead>
<tr>
<th>$40,000</th>
<th>Target Market Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>-20%</td>
<td>$32,000</td>
</tr>
<tr>
<td>+20%</td>
<td>$48,000</td>
</tr>
</tbody>
</table>
Progression through the Salary Structure

Progression through the pay ranges occurs primarily as a result of individual performance-based salary increases:

- Assuming a position with a higher target market salary
- Acquiring and applying higher level competencies or moving to a higher CL
- Taking on more complex work assignments and through the acquisition of relevant certifications, professional registration, etc.
- Temporary Working Level (TWL) s and Additional compensation (ADL) s are available for project management broadband positions for temporary assignments.

Taking on more complex responsibilities on a permanent basis can result in pay changes even without advancement to a higher competency level. The target market salary for the work being done should be considered in evaluating individual pay levels. The Construction Management Designee assigns target market salaries and ranges to all positions. If the duties of the position have changed more than 50%, the position must be posted. If the duties have not changed more than 50%, the supervisor/manager may request a review of the target market salary by submitting an IT Band Questionnaire to the Construction Management Designee.

If the new target market salary is higher than the old target market salary, the department may process a salary increase as long as the new salary falls within the range (±20%) designated by the VP Construction Management Designee. Typically an employee’s salary should not fall below -20% of the target market salary, unless there are documented performance issues, but the salary must be within the band/competency range. There may be situations where an employee’s salary is above +20% of the target market salary. When the situation arises, it is important to document the reasons on the Personnel Action Form (PAF).

Remember that the target market salary will be used to determine the appropriateness of an employee’s salary in comparison to their peers during the quarterly audit process. Management should be able to justify in writing all actions taken from assigning competency levels to salary increases.

Formal recognition of competency advancement occurs when an employee has met 100% of the criteria for the higher level competency as described by the Competency Assessment Form. In addition, for CL3 only, the department must identify a need for staff at that level and obtain approval from their VP Designee. This is typically done as part of the annual performance evaluation in order to give the supervisor and employee a full performance cycle to ensure that the advancement to a higher competency level is appropriate. However, it may be appropriate to
review competencies and/or adjust an individual’s pay at other times during the year if performance, competencies and responsibilities warrant.

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**Pay Practices**

This section describes the compensation effects of various events. Any changes to compensation which fall within University policies for individuals in a Project Management band must be reviewed and approved by the appropriate VP Designee. Exceptions to policy must also be reviewed and approved by the Construction Management Designee and the HR/Office of Compensation.

**Creating a New Position**

When a supervisor wishes to create a new position to be included in the Project Management band series they must first define the job duties and requirements. A *Project Management Band Questionnaire* must be completed and submitted to the VP Designee for approval and then forwarded to the Construction Management Designee. The Construction Management Designee will determine the band and a target market salary and grade level for the position. The determination will be sent via email or determination letter, which must be attached to the A-126 used for recruiting this position.

**Starting Salary for Competitive Recruitment**

The hiring supervisor/manager has the authority, with Construction Management Designee approval, to determine an equitable starting salary within ±20% range of the target market salary for that position. The salary offer should be based on an assessment of the candidate’s competency level, education, background, departmental equity and target market salary. Any salary more or less than 20% from the target market salary also requires approval from the VP Designee and HR/Office of Compensation.

**Failure to Perform Stated Competencies**

If, within six months a newly hired or transferred employee is unable to demonstrate the required competencies for the level into which they were hired, at the sole discretion of the supervisor/manager, their employment may be terminated for cause (incompetency) or they may be offered a position at a lower competency level. In the event an employee is demoted to a lower competency level, a new offer/acceptance letter must be signed, as the old acceptance letter may no longer be effective. The employee's pay may need to be adjusted if:
• The employee was hired from outside the University the pay should be within the appropriate range for the reassigned competency level.

• The employee transferred or promoted from another position within the University and received a pay increase at the time of the transfer or promotion, the hiring supervisor/manager should review the pay in light of the reassigned competency level. If the pay is above the maximum for the reassigned competency level it must be reduced, except that an employee’s pay cannot be reduced below the salary they transferred or promoted from (unless the position was a voluntary demotion.)

• Incumbent whose performance does not demonstrate ability to perform at established competency level may be reassigned to a lower competency level or terminated for cause (incompetency). Determination will need to be reviewed by the VP office and HR/Office of Labor Relations. The employee’s pay may need to be adjusted accordingly.

• Reduction in CL will require notice to employee in writing.

Through discussions with your supervisor, he/she has been determined that you currently perform at Competency Level 1 (CL1). In the new Project Management Broadband Program that your job falls under, if within 2 years you are unable to move to Competency Level 2 (CL2), you will be terminated for cause (incompetency.)

At the sole discretion of the hiring manager/supervisor, if an employee is unable to perform at CL1, they must be terminated or reassigned.

Competency Level Changes

An employee is eligible for a pay adjustment for advancing to a higher competency level. The increase will be at least the amount required to bring their pay to the minimum of the new competency level. The increase may be larger as determined by department management. Depending on available budget dollars, the competency level change can either be recognized immediately with a salary increase or may be given as part of the next annual performance appraisal.

Market-Based Salary Increase Program

Salary adjustments should be based on a review of performance as well as each employee’s current pay relative to their respective target market salary. No increase can take an employee’s base salary above the maximum for their competency level. If an employee is currently paid the maximum amount for a position, they may be eligible for a lump sum award based on performance.
Timing of Base Pay Changes

Changes to base pay for competency advancement, performance, and new licensure or certifications are typically made at the time of the annual performance review; however, they can be effective at any time. In addition, when market trends indicate the need for special adjustments and band increases, base pay increases can be authorized by the VP Designee using available department budget dollars.

ADL / TWL Issues

Current University policies regarding additional compensation for temporary assignments apply to Project Management bands as well. Contact the HR/Office of Compensation Department with any questions.

Performance Review Process

At least once a year all employees are reviewed for performance against individual and position goals and objectives. For Project Management positions, supervisors are also required to complete and submit a Competency Assessment Form. These documents are reviewed with the department’s management and submitted to the VP Designee. If appropriate, a pay increase may be requested.

New Employees

Recruitment – Filling of Vacancies

Competitive recruitment is required any time a new position is established or a vacant position is to be filled. Competitive recruitment should be considered whenever there is a significant and permanent change in job function involving at least 50% of the job duties. The redefined job may or may not remain in the same competency level, depending on the person who is hired and the grade level of the position. More subtle or gradual job changes, where the employee remains in the same position while assuming increased, more complex job responsibilities do not require competitive recruitment, but may warrant a salary increase.

When it is time to recruit new employees to an open position it is important that the hiring supervisor/manager identify job requirements at two levels:
• The absolute minimum qualifications you are willing to accept including education and years of experience, and project management related job skills that you require

• The ideal qualification KSAs (knowledge, skills and abilities) you hope to attract to the position including specific areas of expertise.

The Employment Services department will initially screen out any applicants who do not meet the absolute minimum education and experience qualifications as advertised in the job listing. Employment Services will forward all applicants who pass this initial screening to the hiring supervisor/manager for review. The hiring supervisor/manager is then responsible for screening for the project management related job skills that were listed on the job advertisement under minimum qualifications, before identifying the candidates who will be interviewed. The hiring supervisor/manager must send HR/Employment Services a list of those candidates who did not meet all of the minimum qualifications.

During the interview, the interviewer should ask enough questions to determine the potential employee’s competency level. This is necessary in order to assign an appropriate starting salary, which must fall within the assigned competency level range. The initial determination should be documented on the Competency Assessment Form and must be attached to the PAF submitted to PEIS. A copy must be sent to the VP Construction Management Designee.

Once an applicant is selected, while submitting the A-900 for approval, the supervisor/manager will assess the employee’s competency and determine pay. The applicable Competency Assessment Form shall be used to assess the individual. This assessment form is then submitted to the VP Designee for approval. A copy of the completed form must be sent to the Construction Management Designee and attached to the new employee’s PAF.

Since applicants must meet only the minimum qualifications of the position, a newly hired employee may exceed one or more of the minimum qualifications. For purposes of employee competency determination, exceeding minimum qualifications or minimum experience requirements does not necessarily mean that the employee should be placed at the next higher competency level.

Generally, a starting salary should be within ±20% of the target market salary for the position and within the salary assigned to the individual’s competency level. In some instances it may be appropriate to pay outside this competitive range. Salary offers for new hires or transfers that fall within this range need no additional approval beyond the VP Designee. Salary offers outside this range require review and approval by the Construction Management Designee and HR/Office of Compensation.

In recruiting for project management positions, departmental management has the authority to award a monetary sign-on bonus as part of the compensation package. Generally, sign-on bonuses are used as an additional incentive to gain acceptance of an employment offer. Supervisors/managers are encouraged to be creative with these awards. Some are paid in stages after a number of days or months of employment, while others are paid on the employee’s first
paycheck. Supervisors/managers should document their justifiable reasons for using sign-on bonuses.

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**Employee Career Progression**

Career progression is a responsibility shared by both the employee and the immediate supervisor. Employees are encouraged to work proactively with their supervisor to plan the activities and functions that will lead to competency development. Employees are encouraged to set and follow through with training and development goals.

To support career progression in as equitable a manner as possible, supervisors, managers and directors are encouraged to announce opportunities within the work area that will allow interested and qualified employees to benefit from internal competency development opportunities.

Employees are encouraged to communicate openly and frequently with their immediate supervisor concerning competency development goals. At a minimum, training, development and career progression should be discussed annually as part of the performance appraisal process. Other unofficial meetings during the performance cycle are encouraged to facilitate communication between supervisors and employees about current performance, progress toward competency development and career plans.

Although CL1 employees are expected to progress to CL2 within two years, there is no predetermined timeframe for progressing from CL2 to CL3. Many employees will spend their entire career at the University at a CL2 and continue to grow and develop within that level.

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**Initial Project Implementation**

The initial project implementation will require the following steps be taken for each Project Management employee who was identified in the study:
1) The supervisor must identify job specific competency indicators for each attribute category that applies to the position in question (see Determining an Employee’s Competency Level).

2) The supervisor will meet with the employee to explain the new program (see Employee Information Manual.) The supervisor should also discuss the competency indicators identified in #1 above, and the employee’s competency level with reference to these indicators.

3) A Competency Assessment Form must be completed by the supervisor, and signed by the employee, supervisor, manager/department head and approved by the VP Designee. A copy must be sent to the Construction Management & HR Designee.

4) A PAF must be processed to change the title, job title code and grade level (see Job Classification Table.)

5) Employees placed at CL1 in the initial implementation should be notified in writing, of the expectation that they move to CL2 within 2 years. The following language has been approved by General Counsel’s Office:

Through discussions with your supervisor, he/she has been determined that you currently perform at Competency Level 1 (CL1.) In the new Project Management Broadband Program that your job falls under, if within 2 years you are unable to move to Competency Level 2 (CL2), you will be terminated for cause (incompetency.)