University of Cincinnati

Information Technology
Broadband Program
Policies and Procedures
Manual
Overview

The Information Technology Broadband Program is comprised of six pay bands for positions in the computing infrastructure, data and voice communications, instructional development, and academic and administrative technology. Each band includes the multiple information technology disciplines of voice, data and video technologies to recognize the convergence of these technologies and the increasing need for technology workers to have some knowledge in all these areas to perform their jobs.

Unclassified positions within the information technology series include full-time or part-time positions that are directly responsible for developing, providing, integrating and/or supporting information technology-based solutions and systems. Working supervisors who both perform and supervise information technology functions are also included. The series is intended for positions whose primary functional purpose and essential skill sets are information technology-based. The following criteria are used to determine whether a position is appropriate for an information technology band:

- The primary functional purpose of the position must be to develop, provide or support technology-based solutions or systems. Positions not included in the program are those that use IT systems as tools to achieve results.
- The critical competencies and primary skill set required to perform the position’s responsibilities must be information technology-based and at least 75% of the duties and responsibilities are information technology related.

For example, a budget analyst may maintain and manipulate very large databases, develop queries and/or generate reports using query tools or report generators, but the primary purpose and essential skill set of the position are fiscal rather than technology-based. Technology is merely a tool used by the budget analyst to accomplish budget and financial tasks. Some pay structure other than those in the Information Technology Broadband Program would be more appropriate for such a position.

The six information technology bands and a summary of their typical duties are:

**Applications Analyst**: Translates user system needs into technical solutions by writing applications software, integrating systems, and/or developing databases.
- Systems analysis and development
- Applications programming
- Web design and support
- Database administration
- Operating systems analysis
- Administration of database management systems

Network Analyst: Plans, designs, engineers, programs, maintains and manages networks carrying voice, data and/or video transmissions.
- Network design and implementation
- Network administration and support
- Network operations

Information Technology Analyst: Provides consultation to faculty, staff and students in the use of technology and the development of technological tools.
- User consultation
- Multimedia development
- Sole or lead department consultation

Equipment/Applications Specialist: Responsible for installing, repairing, troubleshooting, maintaining, and/or modifying information technology equipment, applications and/or systems which typically are integrated with larger systems.
- Equipment/systems support
- Applications support
- Site administration

Management Specialist: Responsible for managing IT specialists and analysts in the day-to-day operations of the IT function. As with all IT positions, 75% of the operations managed must be information technology related for a position to be included in the information technology series. The primary focus is people management. At least 60% of the duties and responsibilities must be people management related with a minimum management responsibility for 5 FTE (University IT employees not including temps, contractors, students or co-op students) for a position to be classified as a Management Specialist. An organizational chart identifying the IT management responsibility must be on file in the VP IT Designee’s office and HR’s Compensation Office. If less than 60% of the duties are people management, the position should be assigned to another band within the information technology series.
- Staff hiring, discipline and firing
- Work assignment and delegation
- Performance feedback and assessment (both oral and written)

Each band is broadly defined to encompass all job levels, (exempt and non-exempt) from entry level to the most senior. Broadly defining information technology 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 technology than narrowly defined classes, and they provide a management tool for promoting and recognizing skill and
professional development. Broad bands also better describe the natural, fluid progression and skill development of technology employees than do discrete, narrowly defined classifications.

All items in *italics* are posted at [www.ucit.uc.edu/mercer.asp](http://www.ucit.uc.edu/mercer.asp).

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**Roles and Responsibilities**

Administering the Information Technology 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
- Screen resumes for IT related job skills minimum qualifications (from job ad) and notifying HR of candidates who do not meet minimums.

**Manager or Department Head**

- Review employee appeals regarding competency level placement or salary increase recommendations
- Recommend whether the department needs additional employees at competency level 3
- Review and approve all pay decisions within University policies (subject to divisional policy and audit)

**VP Designee**

- Initial implementation of IT Broadband policies and procedures, and continued assurance that policies are being followed within their VP area
- Approval of competency level, sending a copy of the form to the VP IT Designee
- Review and approve determination of department need for additional staff at CL 3
- Review employee’s request and department’s recommendation to reduce competency level from CL3 to CL2 in consultation with Employee and Labor Relations (salary to be reviewed by HR/Office of Compensation and VP IT Designee)
- Review and approve IT Band Questionnaire
- Review and approve new employee’s starting salary within the ±20% range of target market
- Review, approve, and monitor to assure that salaries remain *within* band and competency level range
Submit exceptions for pay increases outside of policy to the HR/Office of Compensation with a copy to VP IT Designee

VP IT Designee

- Daily oversight and monitoring of the implementation of the IT Broadband Program
- Initial review of A-126s. This will be done in the short term or on an as needed basis only to assure that VP designees have a clear understanding for the new policies and processes
- Assign target market salary for IT Band Questionnaire with copy to HR/Office of Compensation

Joint Responsibilities Between HR/Office of Compensation and VP IT Designee

- Consult with departments with regard to IT Broadband Program
- 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 Information Technology positions to ensure policies are being implemented in a fair, unbiased, and equitable manner
- Review and approval of exempt/non-exempt status changes
- Review and revise policies as necessary for IT Broadband Program
- Review salary for individual moving from CL3 to CL2
- Review salary for movement to/from IT Broadband Program – HR Department is the final authority for movement from IT program
- Review and approve starting salaries that fall outside of the ±20% range of the target market salary
- Provide annual update of IT target market data to VP Designees for dissemination to departments

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 Information Technology 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 non-exempt and exempt positions have been banded into one title, it was necessary to assign new grade levels to identify employment status. All old IT classifications and special market ranges will be deactivated in HRMS and will no longer be usable as of 6/1/01. Refer to the Grade Level Conversion Chart.

IT Job Classification Table

A new Job Classification Table has been created to accommodate the IT 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 technology 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 IT pay program, competency levels differentiate entry-level positions from those at the more advanced professional practice levels.

The three competency levels used for Information Technology are:

- Competency Level One (CL1)
- Competency Level Two (CL2)
• Competency Level Three (CL3)

Employees must meet 100% of the competency level determination criteria and the minimum qualifications of the level they are assigned, as indicated on the following pages.

An individual’s demonstrated competency and performance will determine how quickly he or she moves laterally through a given competency level and will influence eligibility for progression from CL1 to CL2 or from CL2 to CL3 if the need exists for positions at CL3. Being able to demonstrate the required competencies is not enough by itself to promote an individual to CL3. There must also be a University need for an additional IT employee functioning at CL3. It is possible that employees may gain additional skills and abilities that would satisfy the requirements for the CL3. However, if no business need exists for the higher role, the individual will remain at the CL2.

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.

Under the Fair Labor Standards Act (FLSA), one test for determining if a position is exempt, is that the position must exercise discretion and independent judgment. Therefore, it is generally expected that all exempt positions (grades 71 and 72) will be hired at CL2 or above. It is entirely possible, however, for a non-exempt position (grade 70) to be hired at either CL1 or CL2. Additionally, since CL3 positions are highly complex and work very independently, it is expected that all CL3 positions be grade 72.

COMPETENCY LEVEL 1 POSITIONS AND EMPLOYEES

CL1 positions:
• are of minimal to moderate complexity;
• demand limited technical, problem solving, training, and team coordination responsibilities; and
• have limited responsibility for interpretation and communication of information, ideas and instructions.

CL1 employees:
• must meet minimum qualifications of the band;
• typically have a basic knowledge of the assigned specialty area, including standard principles and terminology; and
• typically possess limited or no experience in assigned work areas.
Special requirements & other program issues:

- within two years of hire into a band at CL1, employees are expected to attain CL2 status.

There is no program requirement that all employees begin at the CL1.

COMPETENCY LEVEL 2 POSITIONS AND EMPLOYEES

CL2 positions:

- have the majority of the job functions in one or more technical specialty area(s);
- demand multiple assignments;
- entail work assignments which may include team coordination, work lead and/or training functions;
- need minimal to moderate supervision; and
- entail work assignments that are of moderate to high complexity and require:
  - a wide range of problem solving
  - development of practical and thorough solutions
  - proactive efforts rather than reactive solutions
  - exploration and adaptation of changing technologies
  - identification, evaluation and resolution of routine and non-routine problems
  - integration, coordination and interpretation of technical information

CL2 employees:

- must meet minimum qualifications of the band;
- must possess the technical experience to be fully proficient in performing most or all work assignments; and
- must possess basic technical knowledge of the assigned specialty area, including general principles, theories and practice.

Special requirements & other issues:

- CL2 employees cannot voluntarily move back to a CL1 and remain in the same position.

- CL2 employees may move through competitive recruitment from a CL2 position into a different Information Technology band at the CL1.

COMPETENCY LEVEL 3 POSITIONS AND EMPLOYEES

CL3 positions:
• involve functions in which the majority of job assignments involve complex and exceptionally difficult problems;
• require advanced and comprehensive technical knowledge in one or more specialty areas;
• require anticipation of customer and system needs, along with formulation and implementation of plans to meet these needs;
• require development of solutions that combine information and ideas in new and unprecedented ways;
• entail work assignments that generally include team coordination, project planning, strategic planning, work lead or training functions; and
• involves working highly independently.

CL3 employees:
• function proactively;
• understand problems from a broad, interactive perspective; and
• possess substantial knowledge of other specialties and ability to integrate this knowledge;

In addition to performing the previously described types of work, CL3 employees must meet all of the following conditions:

• Possess an ability to function as either the technical expert in a single highly complex and integrated technical area, or as the technical expert in multiple complex technical areas.

• Possess an underlying technical breadth of knowledge and applied ability such that they are capable of functioning at an expert level in a related area in a relatively short period of time.

• Be viewed as an industry expert and role model to peers both within and external to the organization.

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 due to the finite needs of the University for CL3 employees. Movement to CL3 required VP Designee review and approval.

It is possible for employees to move to a lower competency level in their current band or in another band, either voluntarily (CL3 to CL2 only) or through competitive recruitment (to
whichever Competency Level is appropriate.) A CL3 employee, with the approval of management, may voluntarily move to CL2 and remain in the same job, typically with a lessening of function, duties and salary if appropriate. A review by the VP Designee, the VP IT Designee and HR/Office of Compensation is required. (A CL2 employee may not voluntarily move to CL1 within the same band because of the University’s need for CL2 positions to perform the majority of its technology work.)

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 3 types of bands, Analyst, Specialist and Management Specialist. 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 - Application Analyst/Software Engineer and Competencies Example - Management Specialist.)

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 for CL1 individuals must be reviewed at least annually as part of the performance evaluation process. Competencies for CL2 and CL3 individuals should be reviewed anytime 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 IT 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. Effective 6/1/01, 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 their manager/department head and their VP Designee. The appeal must include all information the employee wants to be considered for the appeal.

The manager/department head and VP Designee, in consultation with the HR/Office of Compensation and the VP IT 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 information technology 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 an information technology 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 as well as universities with teaching hospitals. Market surveys will be conducted periodically, and other market data evaluated, to ensure that pay ranges remain market competitive.

The internal competency ranges are 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>
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<tbody>
<tr>
<td>Competency Level 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competency Level 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>80%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competency Level 3</td>
<td></td>
<td></td>
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<tr>
<td>30%</td>
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</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 VP Designee, 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 VP IT Designee. The target market salary is determined from national surveys of the information technology marketplace. Similar positions are benchmarked and several surveys are averaged to arrive at a figure for each position. These figures have been adjusted for the Cincinnati area and non-profits. 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 VP Designee, has the authority to determine an equitable salary offer, as long as it is within ±20% range of the assigned target market salary.

$40,000

<table>
<thead>
<tr>
<th>Target Market Salary</th>
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</thead>
<tbody>
<tr>
<td>-20% $32,000</td>
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<tr>
<td>+20% $48,000</td>
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</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 technical certifications. TWLs and ADLs are available for IT 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 VP IT 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 VP IT 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 IT Designee. Anytime a salary is changed, please verify and correct the amount on the PVR if necessary.

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 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.

**Pay Practices**

This section describes the compensation effects of various events. Any changes to compensation which fall within University policies for individuals in an Information Technology band must be reviewed and approved by the appropriate VP Designee. Exceptions to policy must also be reviewed and approved by the VP IT 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 Information Technology band series they must first define the job duties and requirements. An IT Band Questionnaire must be completed and submitted to the VP Designee for approval and then forwarded to the VP IT Designee. The VP IT 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 VP 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 IT Designee and HR/Office of Compensation.
**Failure to Perform Stated Competencies**

If, within 60 days 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.)

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

**Movement Between IT Positions**

Movement from one IT position to another through competitive recruitment may result in a salary change based on the target market salary of the new position.

When the new position is in the same band and/or competency level, generally no immediate pay change will result unless the new position has a higher target market salary. The employee must be paid at least the minimum of the band/competency range. Management may recognize the performance of the new duties and responsibilities immediately with a salary increase or opt to wait until the end of the performance cycle during the annual performance evaluation. If the new position holds a higher target market salary, a salary increase should be associated with the change in positions (as in any promotion.)

If the pay level of a transferring employee exceeds the maximum of the assigned competency level in the new position they will not be eligible to receive an increase to their base salary.

**Movement between Pay Plans**

The movement of an IT employee to a non-IT position through competitive recruitment will be assessed on a case-by-case basis in consultation with HR/Office of Compensation to determine if the movement is to a higher or lower level function and what salary change should occur. The employee’s salary will be adjusted if appropriate.
The movement of a non-IT employee to an IT position through competitive recruitment may result in a salary change based on an assessment of competency level and target market salary. If the individual’s salary does not fall within ±20% of the target market salary, then a salary adjustment should be submitted.

**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**

Each year Human Resources, with Cabinet approval, will determine the need for a salary pool and increase range for IT positions. 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, matching job offers or other reasons indicate the need for special adjustments to an individual’s salary, 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 Information Technology bands as well. Contact the HR/Office of Compensation Department with any questions.

**Review of Non-Exempt versus Exempt Status**

If a non-exempt position has evolved to a point where the supervisor believes the individual should be exempt, the supervisor may request a review of the position by submitting an IT Band...
Questionnaire to the VP IT Designee. If the position is approved by the VP IT and HR/Office of Compensation for a changed in status, a PAF must be processed to effect the change. An email from either the VP IT Designee or HR/Office of Compensation must be attached to the PAF for PEIS to process this change.

Performance Review Process

At least once a year all employees are reviewed for performance against individual and position goals and objectives. For Information Technology 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

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 IT related job skills that you require
- the ideal qualification KSAs (knowledge, skills and abilities) you hope to attract to the position including specific technical and system 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 to screening for the IT 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 IT 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 VP IT 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.

For new hires, refer to the Offer Letters that are to be used for IT positions. The letters differentiate between hiring a CL1, a CL2 or a CL3 employee. The language in the 2nd and 3rd paragraphs of these Offer Letters was approved by General Counsel’s Office and must be used for all IT positions.

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. Initial salary offers outside this range require review and approval by the VP IT Designee and HR/Office of Compensation.

In recruiting for IT 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. If an individual is hired at CL1, they are expected to move up to CL2 in no more than 2 years. Failure to do so will result in termination for cause (incompetency) or reassignment. Before taking action, the supervisor/manager must consult with Employee/Labor Relations.

Whenever hiring an IT employee, once the offer has been accepted, you must send an email to Melissa Berling at Melissa.Berling@uc.edu with the following information: Name, Title, TMS, starting salary and CL.
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 also are encouraged to take advantage of competitive recruitment opportunities in other University IT positions.

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.

Employees may take advantage of opportunities for on-the-job training, formal training, performing higher level duties, applying for position vacancies that expand on their knowledge base and other opportunities to demonstrate increased competencies. Demonstrating increased competencies is one way employees increase their value to UC and become eligible for salary increases. The underlying philosophy of the program is to reward performance and productivity among current employees.

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.