

Development and Application of Job Evaluation Process

A job evaluation methodology is used to determine relative job “size.” Milliman recommended a job evaluation methodology to the University based on what they learned about Puget Sound during meetings on-campus in late 2001, and on their experience in developing job evaluation methodologies for a variety of organizations. The unique point-factor job evaluation system Milliman developed with Puget Sound breaks job content into five separate elements, or compensable factors. Briefly, the compensable factors are:

1. **KNOWLEDGE:** The mental aspects of work. The knowledge (however acquired) requirements, problem challenge, and mental effort required to perform the tasks of the position.
2. **INTERPERSONAL SKILLS:** The total inventory of “people skills” required by the job, as well as the scope and diversity of these contacts inside and outside the University.
3. **JOB RESPONSIBILITY:** Accountability for results. The impact the job has on the University, including two basic considerations: (1) freedom to make decisions and act, and (2) supervisory or managerial responsibilities.
4. **BUDGET RESPONSIBILITY:** The job’s responsibilities in terms of approved levels of spending, number of people supervised, decision-making regarding fiscal resources of the University or the department.
5. **WORK ENVIRONMENT:** (1) The stress inherent in performing the job’s normal duties and (2) the extent to which the job is performed in undesirable or challenging physical circumstances.

The compensable factors for positions at Puget Sound are weighted in such a way that knowledge, interpersonal skills, and job responsibility carry more weight than budget responsibility and work environment.

After the President, discussing with the Cabinet the relative weighting of compensable factors, approved the job evaluation methodology, Milliman trained the staff compensation team on the job evaluation process. After the Position Description Questionnaires (PDQ’s) were completed, Milliman then worked with the team to analyze the information collected about positions at Puget Sound. The team measured the job content reported on each PDQ under Milliman’s guidance, using the disciplined job evaluation methodology as its tool. This job measurement process enables the University to relate pay to measured job content, thus providing for equitable pay relationships throughout its structure.

The staff compensation study team evaluated each unique PDQ. Milliman reported to the Cabinet during the process that the team did an outstanding job to establish the process’s integrity and to ensure that considerations were objective.

Classification Titles and Descriptions

The staff compensation study process enabled the University to reduce the number of classifications from about 600 to 100 classification titles, making the compensation structure more administratively efficient. The new classifications also enable the University to communicate classification titles and salary ranges to the University community.