

THE DEVELOPMENT OF A FORMALIZED
CLASSIFICATION AND COMPENSATION PROGRAM
FOR ADMINISTRATIVE AND PROFESSIONAL EMPLOYEES
AT OKLAHOMA STATE UNIVERSITY

By

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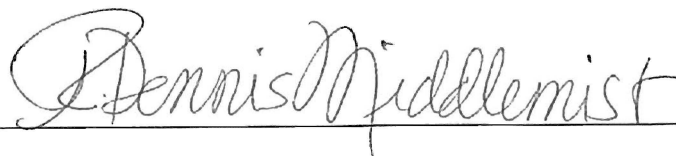
Candidate for Degree of Master
of Business Administration

Major Field: Business Administration

Scope and Method of Study: This study develops a formalized classification and compensation program for all administrative and professional employees at Oklahoma State University. The study utilized the point evaluation method for determining classification and pay. The study utilized peers, colleagues and administrators to evaluate positions within their own area of responsibility. Those results were utilized attempting to verify consensus of various groups would result in the appropriate evaluation rather than results which show favoritism.

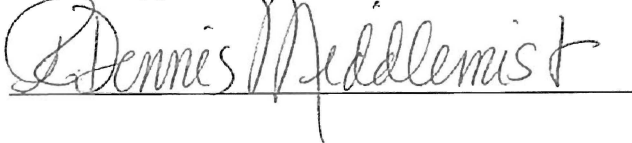
Findings and Conclustions: All of the evaluation groups did classify positions within their respective division. The results were reviewed and approved by both the individual employee, and the other university committees assigned to the study. The results indicated fairness more of a concern for university-wide equity rather than our own "viewpoint". The classification results gave the large portion of raises to female employees, taking a further step toward compliance with equal pay for equal work.

ADVISER'S APPROVAL

A handwritten signature in cursive script that reads "Dennis Middlemist". The signature is written in dark ink and is positioned above a horizontal line that serves as a signature line.

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Report Approved:

A handwritten signature in cursive script that reads "Dennis Middlemist". The signature is written over a horizontal line.

Adviser(s)

Head, Department of Management

TABLE OF CONTENTS

Chapter		Page
I.	INTRODUCTION	4
II.	REVIEW OF THE LITERATURE	6
	Introduction	6
	Point Methods.	7
III.	METHODOLOGY.	9
	Introduction	9
	The Development and Planning Stage	10
	The Communication State.	12
	Information Retrieval Stage.	13
	Position Evaluation Stage.	14
IV.	RESULTS.	15
	Introduction	15
TABLES.		17
	TABLE I - Organizational Chart of the Classification Study	17
	TABLE II - List of Compensable Factors in Rank Order used in the Administrative and Professional Classification Study.	18
	TABLE III - Definition of Each Compensable Factor or Sub-Factor and the Various Degrees of each Criteria.	19
	TABLE IV - Administrative and Professional Questionnaire . .	34
	TABLE V - Final Report (Amended) with Interim Policies and Procedures for Implementation	44
	TABLE VI - Dollars Required to Raise A & P To Minimum of Pay Grade	106

LIST OF TABLES

Table	Page
I. Organizational Chart of the Classification Study	17
II. List of Compensable Factors in Rank Order used in the Administrative and Professional Classification Study .	18
III. Definition of Each Compensable Factor or Sub-Factor and the Various Degrees of each Criteria	19
IV. Administrative and Professional Questionnaire.	34
V. Final Report (Amended) with Interim Policies and Procedures for Implementation	44
VI. Dollars Required to Raise A & P to Minimum of Pay Grade	106

CHAPTER 1

INTRODUCTION

Oklahoma State University established the Office of University Personnel Services on August 1, 1968. This establishment of this office was in response to a recommendation made by the Governor of Oklahoma, David Hall, to Oklahoma State University's President Robert B. Kamm. Governor Hall asked for a management audit to be conducted of all institutions of higher education within the State of Oklahoma. The major recommendation for OSU was that an Office of Personnel Services be created to bring uniformity to the personnel practices effecting non-academic staff. The recommendation made by Governor Hall was accepted by Oklahoma State University and hence the creation of the Office of University Personnel Services on August 1, 1968.

Mr. Gene C. Turner was appointed Director of University Personnel Services at Oklahoma State University on September 1, 1968. Mr. Turner set forth the goals and objectives of the Personnel Office in a memorandum to Dr. Kamm dated December 1, 1968. Those objectives included:

- (A) the formalization and standardization of all current operating policies and procedures effecting non-academic personnel.
- (B) the development of a standardized employment program.
- (C) the development of a formal classification and compensation program covering all employees of Oklahoma State University.

Beginning with the school year 1969-70, Mr. Turner set in motion the necessary steps to accomplish the objectives outlined in 1968. The goals of a standardized policy and procedure manual (objective A) and objective B, a standarized employment program, was accomplished and in

place by September 1975. This left only the objective of a standardized classification and compensation program remaining.

In 1975 Oklahoma State University contracted with the Management Consulting Firm of Creaspe, McCormick and Padgett for the development of a classification and compensation program. The result of their year long study resulted in a standardized procedure for determining the title for positions and what each position should be paid. There were a number of deficiencies in the study. Those deficiencies included:

- (A) Those employees that were considered either administrative or professional in nature were excluded. Each department head got to choose which positions were to be excluded from the study. Obviously there were inconsistencies among departments in applying the criteria for deciding who should not be included in the classification study.
- (B) The resulting pay procedures, or salary ranges as determined by Creaspe, McCormick and Padgett were approximately 25% lower than actual competition was paying. The results were that a large number of employees, who had entered the study in hopes of a large pay raise, were disappointed. Secondly, OSU found that with the new salary ranges they could not recruit new staff at the new salary levels.
- (C) Very few administrators, employees, or professional staff in the Personnel Office has any input into the study. The results were very few understood the rationale behind many decisions in the study and few wanted to accept its recommendations. In fact an administrative revolution resulted from the study.

It was against this background that OSU decided that a different classification and compensation approach would be used to govern all administrative and professional employees. In November 1978, I was asked by Dr. James H. Boggs and Dr. L.L. Boger to develop a formalized Classification and Compensation Program for all Administrative and Professional Employees at Oklahoma State University. The results of that study are the subject of this paper.

CHAPTER 2

REVIEW OF THE LITERATURE

The literature on job evaluation commonly identified four conventional types of job evaluation systems or methods (the classification apparently tracing to the War Manpower Commission, 1943). These types are ranking, grading or classification, factor comparison, and point methods. The first two are sometimes characterized as "qualitative" and the latter two as "quantitative" methods. In addition, there are a number of "unconventional" methods (e.g., "time-span of discretion" (Jaques, 1964); "decision-banding" (Paterson, 1972 a,b); "direct consensus" (Livy, 1975: 112-114); but close analysis usually shows them to be variants of the conventional methods, hence they will not be reviewed separately.

The term job evaluation refers to a formal procedure for hierarchically ordering a set of jobs or positions with respect to their value or worth, usually for the purpose of setting pay rates. A basic tenet of job evaluation is that it is the job, not the worker, that is evaluated and rated. Formal job evaluation is about 100 years old, the first instance of its use being variously attributed to the U.S. Civil Service Commission in 1871.

Although there are several types of job evaluation systems, almost all share a similar methodology. The first step typically involves a careful description of each job within the unit being evaluated (the entire firm, a particular plant, a division within the plant, "all clerical jobs", etc.). Through a combination of observation of the work activity (most common with respect to factory jobs involving a set

routine, interviews with or questionnaires administered to job incumbents (most common with respect to non-manual jobs), and interviews with supervisors, each job is formally described with respect to its duties, tasks, requirements, working conditions, etc. This may be done by a skilled job analyst, either from within the firm or brought in from the outside, or by an employee or group of employees without special expertise or extensive training.

In the second step, each job is evaluated with respect to its "worth" to the organization, and all the jobs are hierarchically ranked. This is done either by the person(s) who wrote the job description or by an "evaluation committee", consisting of employees (management and sometimes union representatives) and/or consultants.

The third step utilizes the results of the job evaluation in the setting of wage or salary rates.

Point Methods

In this approach a set of compensable factors is chosen. For each factor, a scale is devised representing increasing levels of worth. Each level is assigned a given number of points. In contrast to factor comparison methods, the range of possible points is constant across all jobs, which makes the system easier to administer but may introduce excessive rigidity (Benge, 1943). Each job is rated on each factor separately and is assigned the corresponding number of points for the rated level on each factor. The points are totaled to yield the job worth score. Perhaps because of the relative simplicity of the procedure, this is the most widely used type of job evaluation in the United States (Akalin, 1970).

The review of the literature summarized in general terms would tend to say that appropriately utilized, job evaluation methods, may be useful tools for assessing job worth as an aid to the resolution of wage discrimination complaints under a theory of comparable worth.

These job evaluation methods have troublesome features, however, which

make their use require that each system be carefully analyzed to ensure that it is applied fairly and without bias. The troublesome features are 1) the choice of compensable factors and factor weights can have strong effects on the relative ranking of jobs; 2) evaluations ultimately rest on subjective judgments; and 3) the use of different job evaluation plans for different segments of an organization's work force (blue collar vs. white collar) precludes comparisons of the relationship of pay to job worth across sectors.

It is important to recognize that, all else aside, job evaluation ultimately rests on subjective judgments.

CHAPTER 3

METHODOLOGY

The basic objective of the study authorized by Dr. Boger and Boggs was to develop a formal classification system for all Administration and Professional staff at Oklahoma State University. Specific objectives included:

- (A) Develop definitions and criteria which will assist the administration in uniformly determining which titles meet the criteria and should be allocated to Administrative and Professional status.
- (B) Evaluate all positions on the basis of their duties and responsibilities and establish appropriate titles.
- (C) Develop a salary administration program, including competitive pay levels based upon comparable work. The method to be used in determining comparable work levels should be one of a point count evaluation system.
- (D) Develop necessary and appropriate rules, regulations, procedures to implement and maintain a complete salary administration program for Administrative and Professional personnel.

The specific approach to the study would consist of the following six stages:

- (A) Developmental and Planning Stage

- (B) Communication Stage
- (C) Information Retrieval Stage
- (D) Position Evaluation Stage
- (E) Establishment of Salary Structures
- (F) Policy Development and Presentation of the Final Report.

Each stage was developed to meet specific objectives as well as accomplish specific tasks of the Administrative and Professional classification study.

The Development and Planning Stage

The major objective of the Development and Planning stage was the naming of the study's advisory committee. The advisory committee consisted of seven people possessing a knowledge of Oklahoma State University and the various titles and types of positions allocated to administrative and professional status. The advisory committee as well would perform the following tasks:

- (A) Development of the definitions and criteria (compensable factor) which will uniformly determine if the classification should be allocated to Administrative and Professional status.
- (B) Development of the timetable for the classification study.
- (C) Development of an instrument which will mathematically weigh the importance of each compensable factor for each position included in the study.
- (D) Develop the salary pay grades based upon results obtained from a national, regional, and local survey.
- (E) Develop the policy and procedures governing the salary administration program for Administrative and Professional employees.

The committee would have one representative from each major administrative division within the university, i.e. Business and Finance, Student Services, University Relations, Development and Extension, as well as two representatives from Academic Affairs. One of the two representatives from Academic Affairs was required to be from the College of Agriculture. The final number was from the faculty who had previous experiences in directly large-scale classification studies. A copy of the organizational chart of the classification study is presented as Table I. One interesting note was, representatives from Personnel served on the advisory committee in an ex-officers capacity only. In other words, the study was to be run by participants in the study or affected administrator rather than professional staff in the Office of University Personnel Services.

The results of the advisory committee's work would be given directly to the university's executive group. The executive group consists of The President of Oklahoma State University and his four vice-presidents. The advisory committee would have the final decision making authority for all matters of the study.

In point, evaluation classification plans the various evaluation criteria common to a group or family of jobs are identified, defined in advance and a numerical value or weight is assigned to each. Normally these criteria include such measures as job knowledge, skill, effort, responsibility, and working conditions. Each criterion is defined in terms of the various degrees to which it might be found in the jobs under study. Then numerical points are assigned to each degree as a measure and value of each degree.

The advisory committee of the Administrative and Professional Classification study found five compensable factors or criteria common to all jobs within the framework of the study. Those evaluation factors or criteria include: Job Content, Accountability, Minimum Qualifications, Relationships and Environmental Conditions. Each major classification criteria had sub-factor which contributed in part to the overall importance of each compensable factor. Table II presents the

list of compensable factors in rank order used in the Administrative and Professional Classification study at Oklahoma State University.

Table III is the definition of each compensable factor or sub-factor and the various degrees of each criteria. This document was titled the Instrument For Determining Classification. The instrument was the document that each evaluator would use to analyze each job and assesses which degree and corresponding points best represent the job being evaluated. The evaluation of each job within the study would be performed by the soon to be named steering committee and members of the steering committee.

The Communication Stage

This stage of the project was accomplished by the establishment of what is termed under the study as the Steering Committee. The purpose of this part of the study is the same as the charge given to the steering committee, which is as follows:

- (A) Review and approve the work of the Advisory Committee.
- (B) Serve as the study's major tool of communication with respective deans, directors, department heads, and peers.
- (C) Classify and evaluate the jobs within the study to be known as the benchmark positions.
- (D) Serve to assist the study within various divisions to see that the stated goals and timetables are maintained.

The steering committee consisted of four members from each division of the university plus members of the advisory committee. In total each division of the university had five representatives on the steering committee. The major tasks facing the entire committee was to approve the work resulting in the material presented in Tables II and III. Secondly, the committee was to evaluate twenty positions which were termed benchmark positions. Benchmark positions are jobs which exist at Oklahoma State University as well as with other competitive

firms and universities. The similarity of positions among various organizations allows for collection of salary data for use in establishing salary ranges at Oklahoma State University.

Upon completing the evaluation of the benchmark positions, the five members from each division began the task of evaluating the positions within their division. The professional staff member from Personnel Services met with the various divisional sub-committees to guide and direct the various evaluation processes. As mentioned previously, voting privileges were not extended to the Office of Personnel Services. The divisional sub-committees efforts were strengthened by a job audit of at least 25% of all positions being studied. The positions audited were randomly selected. The purpose of the job audit was to verify the information received from a position questionnaire distributed to all members of the the study. Table IV represents the instrument known as the position questionnaire which was used to obtain information about the various positions in the study. The information received from the position questionnaire was evaluated and a decision of consensus was required to translate the information into one of the various degrees of the compensable factors found in the instrument to determine classification.

Information Retrieval Stage

This stage would involve distributing the position questionnaire necessary to obtain information regarding duties and responsibilities as assigned to each Administrative and Professional position included in the study. Each division's representatives on the steering committee was responsible for distribution and collection of the information within the time period allocated for this function. To test the validity of the information obtained, this stage would be re-enforced with desk audits being conducted on 25% of all positions determined through a random sampling process.

Position Evaluation Stage

This stage of the study required the various divisional sub-committees to evaluate the information received from the position questionnaires and agree which characteristic of the compensable factor best described the assigned duties and responsibilities.

The results of the divisional sub-committee's work was not made known until the entire process was completed. At that time, a rank ordering of positions within that division was presented to them for approval. Once that was received, the entire steering committee was shown the entire ranking of all four divisions. The steering committee was asked, and did approve the over-all ranking of all positions.

RESULTS

The results of the two year long study are presented in Table V. The study developed a formal classification and compensation program for Administrative and Professional employees. The study resulted, as well, in the development of a set of formalized policies and procedures effecting all professional employees at Oklahoma State University.

The compensation system set salary ranges with minimums and midpoints and no maximums. The midpoint of the salary range was set a five percent less than the average median salary survey figure. The salary survey contacted seventy five universities and fifty major corporations to obtain salary information on the benchmark positions. The midpoint of the range was defined as the place a person should be at assuming five years of service and satisfactory performance at Oklahoma State University. Table VI presents a breakdown of the total number of participants in the study that received salary increases. Table VI reflects the salary increase mandated to bring the individual's salary to the minimum of the new proposed pay grade. The total cost for this initial step was approximately \$110,000.00. The interesting aspect to the makeup of the 425 employees that received raises was that 350 or 82 percent were female. Therefore a statement could be made that the point evaluation system developed at Oklahoma State University did not discriminate between females and males. A strong support for the study came from the female population of the studing indicating the study moved Oklahoma State University closer to compliance with the equal pay for equal work laws.

The final study outlined in great detail how an individual employee or supervisor could appeal the final results of the study in a section entitled "Requests for Classification Appeal". Interestingly enough, not one appeal was filed. There are several reasons which include:

- (A) The study and the results were done by colleagues or peers.
- (B) The study was open for review at all times. The supervisors and employees read each step of the process and the objectives of each

step. The results of each stage were communicated both to the individual and their supervisor. If concern arose, that concern was brought to the divisional sub-committee for consideration.

(C) Finally, a large segment of the population of the study, 45 percent received salary adjustments.

The study brought order to a situation with rules and regulations. Secondly, the administration could accept the recommendations of the study due to the fact that each college or division was supportive of the study. Finally, to date, the process has been used to develop classification and compensation programs at three other universities besides Oklahoma State University.

ORGANIZATIONAL CHART OF THE
ADMINISTRATIVE AND PROFESSIONAL CLASSIFICATION
STUDY AT OKLAHOMA STATE UNIVERSITY

Table I

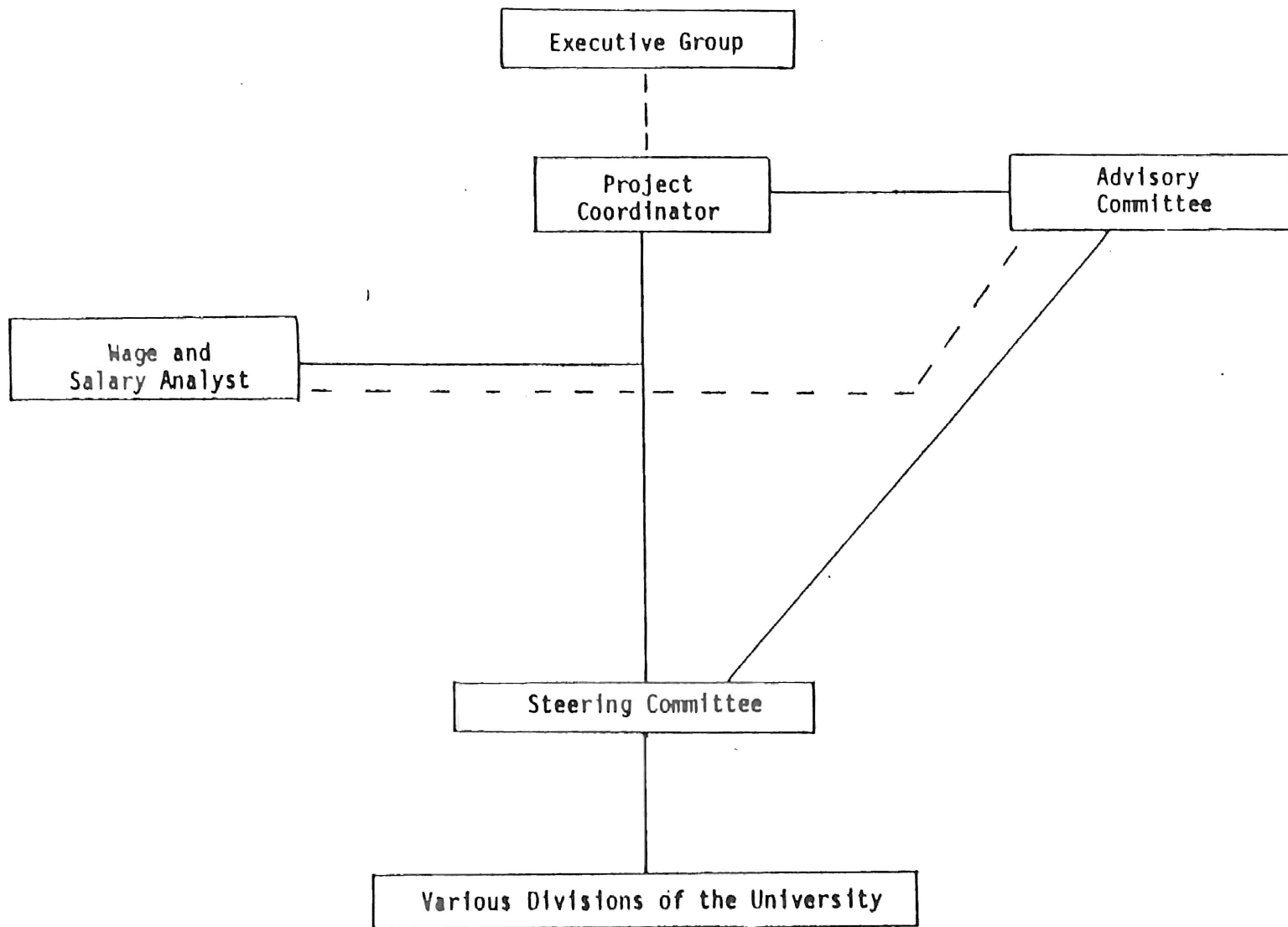


Table II

EVALUATION FACTORS

- I JOB CONTENT
 - .Creativity
 - .Independent Action
 - .Problem Type and Complexity
 - .Supervision and Direction Given
 - .Deadlines
 - .Equipment

- II ACCOUNTABILITY
 - .Level of Decision Limits
 - .Decision Impact
 - .Impact of Errors
 - .Consequences of Errors

- III MINIMUM QUALIFICATIONS
 - .Education
 - .Experience
 - .Licenses

- IV RELATIONSHIPS
 - With:
 - .President, Vice Presidents, Deans
 - .Faculty and Staff in Other Departments
 - .Students
 - .External Groups

- V ENVIRONMENTAL CONDITIONS
 - .Travel
 - .Irregular Working Hours
 - .Dangerous Working Conditions
 - .Unpleasant Working Conditions

February 12, 1979

INSTRUMENT FOR DETERMINING CLASSIFICATION

University Personnel Services
July 11, 1979

I. JOB CONTENT

Independent Action

2. Most jobs have guidelines which are either internally or externally imposed. To what degree do guidelines put constraints on independent action within your job?

NOTE: Policies and procedures, task guides, established rules or instructions or precedents are defined as specific operating guidelines developed by one's own department, recommended by one's own department but approved by others, or the guidelines can be broader operating policies and procedures. Included within the definition of guidelines are the State Travel Laws, Board of Regents Policy, State Budget Office Guidelines, Purchasing Policies and Procedures, etc.

- DIRECTORS OF MAJOR UNITS*
- a. The creation of and implementation of goals/policies for a major division of the University. Has broad freedom (latitude) for action and is accountable for and evaluated on basis of long-term action.
- DIRECTOR OF MINOR OR SMALL UNITS*
- b. Translates goals/policies into operational plans and procedures through administrating a university function. Has latitude for independence of action within the function and is directly accountable for accomplishment of function. This level also applies to those senior university authority who are not subject to normal administrative review in their areas of expertise.
- ASSISTANT DIRECTORS*
- c. Administrative responsibilities for major overall aspects of a function within a division referred to in "a". Also applies to those providing authoritative assistance to university faculty, staff, or students.
- d. Responsible administratively for specific activities, projects, programs, or coordination of services within the functional area. Level applies also to those staff providing interpretive advice to others. Evaluated on results or actions obtained rather than on procedures used.
- e. Assigned extended multiple work assignments or projects within framework or prescribed procedures. May be checked for proper procedure at intervals, but accuracy is usually assumed.
- f. Assigned specific projects, with specific administrative guidance concerning procedures to be used. Usually checked for progress toward completion.
- g. Assigned specific work tasks and subject to close supervision as to execution.

3. In handling difficult tasks, can you obtain authoritative advice or assistance from co-workers or superiors?
- a. Always available
 - b. Frequently available
 - c. Seldom available

Authoritative assistance, which includes technical and administrative assistance, is defined as direction, counsel, advice, recommendations, suggestions obtained as to how to handle a matter.

Authoritative assistance would have controlling influence on how one approaches the matter.

Always available is that authoritative assistance in most all decisions can be obtained.

Frequently = 50% - 66%

Seldom = Less than 50%

I. JOB CONTENT

Creativity

- 4. The majority of time in most positions will be spent dealing with problems which have been identified and for which solutions are known through precedent, policy, or experience.

Please indicate the percent of time you spend in each of the following situations.

	JOB SITUATION	% OF TIME SPENT
ROUTINE	a. Multiple but similar tasks are performed; work may be directed by supervisor but in absence of supervision the results of the tasks may be guided by precedent or policy.	_____
MANAGING	b. Problems and/or projects which require an individualized approach: solutions require the assimilation of a variety of techniques, information, or models.	_____
PROBLEMS NEEDING NEW APPROACHES	c. Problems and/or projects of an unformulated nature which must require imaginative approaches and/or the development of new or novel applications of current knowledge. Guidance and counsel are seldom available within the University and precedent is usually lacking.	_____
	Total	=====
		%100

I. JOB CONTENT

Problem type and Complexity

5.1 How often does this position normally require collecting and analyzing information from several sources in order to solve problems?

Note: For purposes of this question, 75% to 100% is defined as frequently, 51% to 74% is defined as occasionally, 26% to 50% is defined as rarely, 19% to 25% is defined as part of the job, whereas 0 is defined as not a job requirement.

- a. 75%-100%
- b. 51%-74%
- c. 26%-50%
- d. 1%-25%
- e. 0

To collect and analyze from several sources refers to the gathering of information from different places which may contradict the others as to the most appropriate course of action to be taken.

5.2 How often does this position normally require the selection and use of theories or models and/or the use of judgmental factors in solving problems and making recommendations?

- a. Operating model such as guideline procedures.
- b. Theories that are assimilated and implicitly used to carry out assigned duties and responsibilities.
- c. Applying theories or models from a body of knowledge learned from a prolonged course of study that directly relates to the assigned duties and responsibilities in question 1.
- d. Selection among and building an explicit theory and/or model to carry out day-to-day responsibilities. This level normally applies to those in pure and some areas of applied research.

possible models
tasks supervisor
subordinate responsibilities
Researcher

I. JOB CONTENT

Supervision Given and Received

6.1 The assigned duties and responsibilities which are defined on page one of this survey form require a certain level of direction in the performance of job-related duties. In what manner is your position given direction in the performance of job-related duties?

- a. Project by project.
- b. Several projects at a time. Projects may have been assigned directly or indirectly agreed to as being necessary.
- c. Direction is given in terms of operating goals and objectives for the department. Normal review of progress as to results obtained. These goals and objectives normally are agreed to and met during a specific period of time, usually a fiscal year.
- d. Projects and/or blocks of work which are broad and general in nature and require the individual to develop and implement strategy necessary to obtain goals. Normal length of time to accomplish is greater than one year.

6.2 At what interval is your progress checked?

- a. The individual's progress is checked at frequent intervals of the project in order to verify accuracy and compliance with university, divisional, or departmental operating policies and procedures.
- b. The individual's progress is checked at key intervals to determine strategy developed for use and progress obtained to date.
- c. The individual's progress is checked for results obtained by the program, services, or projects assigned.
- d. The individual's progress is checked for results obtained by the department or division administratively held accountable for.

7.1 How many employees are under your general supervision?

Note: Please complete both columns below.

	TOTAL NO. OF EMPLOYEES	NO. OF FULL-TIME EQUIVALENT EMPLOYEES
A & P		
Classified		
Student		

7.2 Of those counted in the above question (7.1), how many employees report directly to you?

Note: Please complete both columns below.

	TOTAL NO. OF EMPLOYEES	NO. OF FULL-TIME EQUIVALENT EMPLOYEES
A & P		
Classified		
Student		

I. JOB CONTENT

Equipment Operated

8. What is the nature of the equipment required to perform the day-to-day tasks of this position?
- Simple equipment is that which one can learn to operate proficiently in one to three months.
 - Complex equipment is that which requires more than three months and up to a year to learn to operate proficiently.
 - N/A

Note: Office equipment such as calculators and recording equipment are not included within the definition of either simple or complex equipment.

Deadlines

9. To what extent is this position responsible for meeting deadlines that are imposed from outside the department, division, or college?

Note: For the purpose of this study, "frequently" will be defined as once a month or more often.

"Occasionally" will be defined as at least three times per year.

Which statement reflects the normal requirements of your job?

- Frequent deadlines that normally are self-imposed or are imposed to carry out the project, task, or service assigned/or to satisfy job requirements.
- Frequent deadlines that are imposed from outside the department but inside the division which are imposed to carry out the project, task, or service assigned.
- Deadlines which if not met will affect the normal operation of the department or division and may have some effect outside the division.
- Internal deadlines which are recurring and if not met will affect the normal operations of the entire university (payroll, registration, etc.)
- External deadlines which are recurring and, if not met, will affect the normal operations of the entire university.
- Externally imposed deadlines that are non-recurring which if not met would cause penalty to the entire university.

II. ACCOUNTABILITY

Consequences of Error

10. What are the consequences of error that might normally occur in this position?
 - a. Errors are readily detectable and cause little or no difficulty to correct.
 - b. Errors are usually detectable within organizational unit and may inhibit the progress of the unit programs and services, including financial loss.
 - c. Errors are not easy to detect and seriously affect programs and services of several organizational units of the University.
 - d. Errors affect the entire University, although future actions could reduce their seriousness.
 - e. Errors have a major impact on the University and cannot be detected or corrected except over long periods of time.
 - f. Errors affect one or more individuals not necessarily in any one organizational unit.

II. ACCOUNTABILITY

Levels of Decision Limits

11. Normally, individuals will have different levels of decision limits depending on the task at hand. What are the general decision limits of this position? All positions likely will involve each of the three levels of decision-making in varying amounts.

Personnel Actions

_____ Increasing number of
_____ positions in work force
_____ Hiring and terminating
_____ personnel
_____ Promoting personnel
_____ Disciplining personnel
Total _____ + 4 = _____

Work Assignments

_____ Defining job content
_____ Changing reporting
_____ relationships
_____ Planning work of
_____ subordinates
_____ Delegating responsibilities
Total _____ + 4 = _____

Budget Development
and Control

_____ Authorizing expenditures
_____ Salary adjustments
_____ Develop budget
_____ recommendations
_____ Approve budget requests
_____ from the departments
_____ Maintaining and securing
_____ equipment
Total _____ + 5 = _____

Number four represents the highest level of decision limits contingent upon Presidential and Board of Regent's approval.

II. ACCOUNTABILITY

Decision Impact

12. Decisions and my work primarily impact on:
- a. Immediate work groups
 - b. Small organization unit but may affect the campus
 - c. Large organization unit but may affect the campus
 - d. More than one organization unit and often affects the entire campus

Impact on Planning

13. How does this position affect the development of the University's long-range plans?
- a. Efforts of the individual or the department or division supervised have direct bearing on the accomplishment of major stated university-wide goals and objectives.
 - b. Efforts and/or recommendations have indirect influence on the university-wide goals and objectives but usually serve as an informational basis from which the long-range goals and objectives can be built. Poor performances can have a detrimental effect upon stated goals and objectives of the institution.
 - c. The individual's efforts are directly related to the project or task at hand with the results having direct bearing on the division's goals or objectives which in turn may indirectly affect the quality of service offered by the institution.
 - d. The efforts of the individual have direct bearing and impact on the goals and objectives of the programs, services, or projects personally assigned.
 - e. The efforts of the individual have the effect of expediting or delaying programs or projects.

Confidential Information

14. Information for which the employee is responsible, if it is revealed: (This does not include fiscal or salary information since by law it is public information.)

Note: Question 14 is to be answered in context to the statements listed on page 1 or 2, as described in answer "A", rather than carried to its extreme.

- a. The employee elicits data of a confidential nature and, is charged with the responsibility for designating resulting documents as confidential and for ascertaining that such data will not be relayed, either by document or verbally, to unauthorized individuals.
- b. The employee has access to confidential data and is charged with the responsibility of the dissemination of this information only to individuals specified by supervision.
- c. The employee is entrusted with information of a confidential classification and charged with its safeguarding through standard techniques employed within the department such as confidential files, vaults, or other general security measures.
- d. Does not apply.

III. MINIMUM QUALIFICATIONS

Education

15. What is the minimum number of years of formal education that is necessary for a person to successfully carry out the duties and responsibilities of the position?
 - a. Doctorate +
 - b. Masters
 - c. 4 year college
 - d. 2 year college
 - e. High school graduate
 - f. Less than high school

Experience

16. In addition to the required education, what is the minimum number of years of experience required for this position?
 - a. Over 7 years
 - b. 5 years through 7 years
 - c. 3 years and over, less than 5 years
 - d. 2 years and over, less than 3 years
 - e. Over 1 year, less than 2 years
 - f. 1 year or less

License

17. Does this position require specific licensing or certification as an entry requirement?

Note: Certification means an individual has successfully met a series of well-defined requirements as promulgated by a federal or state agency or professional and trade organizations.

Yes _____

No _____

IV. INTERNAL AND EXTERNAL RELATIONSHIPS

18. With whom do you work in carrying out the normal routine tasks of this job?

Students	Daily Weekly	Monthly or Less
Handle difficult situations	2	11
Routine giving or receiving of information	1	17

President, V. P. or Deans	Daily Weekly	Monthly or Less
Handle difficult situations		
Routine giving or receiving of information		

Staff in Other Departments	Daily Weekly	Monthly or Less
Handle difficult situations		
Routine giving or receiving of information		

Contact Outside the University	Daily Weekly	Monthly or Less
Handle difficult situations		
Routine giving or receiving of information		

V. ENVIRONMENTAL CONDITIONS

Travel

19. Do the normal tasks, listed on page one of this questionnaire, require travel outside the Stillwater area? If so, how frequently?
- a. Three times or more per week
 - b. One time a week
 - c. Two or three times per month
 - d. Once a month or less
 - e. None

Irregular Working Times

20. Do the normal tasks of this position require you to work times other than Monday through Friday, 8 a.m. until 5 p.m.?
- a. Frequently--50% of the time
 - b. Occasionally--25% of the time or more but less than 49%
 - c. Sometimes--1% of the time or more but less than 24%
 - d. None

Dangerous Working Conditions

21. Does this job require exposure to physical danger?

Note: Physical danger is considered serious if an accident is likely to cause bodily injury or to be fatal.

- a. Frequently
- b. Occasionally
- c. Seldom
- d. Does not apply

Unpleasant Working Conditions

22. Does this job require exposure to unpleasant conditions; i.e., noise
dust, fumes, waste materials?

- a. Regularly
- b. Occasionally
- c. Seldom or never

INSTRUCTIONS FOR COMPLETING
THE ADMINISTRATIVE AND PROFESSIONAL
QUESTIONNAIRE

PURPOSE

The purpose of this questionnaire is to obtain from you an accurate picture of the duties and responsibilities assigned to your current position. This questionnaire is not intended to evaluate you or your performance.

INSTRUCTIONS

1. This questionnaire is important. You should allocate some time to this project in which you can review the questionnaire in detail and organize your thoughts and responses to the questions.
2. Each question must be completed. Each answer should be accurate and in significant detail so that others outside your department can understand your response. In cases where there are multiple choice answers, please select the one answer that best describes your situation.
3. Whenever you need more room to complete your answer, please add additional sheets. Please number those sheets to correspond with the particular question.
4. If you have any questions regarding how to complete the questionnaire, please contact your immediate supervisor, department head, or call one of your division's representatives to the Advisory or Steering Committees.
5. Please complete the questionnaire and give it to your immediate supervisor.

OKLAHOMA STATE UNIVERSITY
ADMINISTRATIVE/PROFESSIONAL
POSITION QUESTIONNAIRE

Personnel Position
number

NAME _____ DATE _____

PRESENT
POSITION TITLE _____ LOCATION _____

DEPARTMENT _____

LENGTH OF TIME: With OSU _____ Years _____ Months

In Present Position _____ Years _____ Months

I. JOB CONTENT

1. List the four major responsibilities of your position and give the percentage of your time that is devoted to each. The percentage need not total 100. Underneath each major responsibility, list the specific job duties performed, giving emphasis to the important and difficult aspects of the work. Attempt to write the duties so that a person outside the department will be able to understand the job.

MAJOR RESPONSIBILITY I:

% OF TIME
DEVOTED

_____	_____
_____	_____
_____	_____
_____	_____

SPECIFIC JOB DUTIES RELATED TO MAJOR RESPONSIBILITY I: (Put each duty on a separate line.)

MAJOR RESPONSIBILITY II:

% OF TIME
DEVOTED

SPECIFIC JOB DUTIES RELATED TO MAJOR RESPONSIBILITY II: (Put each duty on a separate line.)

MAJOR RESPONSIBILITY III:

% OF TIME
DEVOTED

SPECIFIC JOB DUTIES RELATED TO MAJOR RESPONSIBILITY III: (Put each duty on a separate line.)

MAJOR RESPONSIBILITY IV:

% OF TIME
DEVOTED

SPECIFIC JOB DUTIES RELATED TO MAJOR RESPONSIBILITY IV: (Put each duty on a separate line.)

2. Most jobs have guidelines which are either internally or externally imposed. Select the statement that best describes how guidelines constrain your independence of action within this position.

Note: Policies and procedures, task guides, established rules or instructions or precedents are defined as specific operating guidelines developed by one's own department, recommended by one's own department but approved by others, or the guidelines can be broader operating policies and procedures. Included within the definition of guidelines are the Board of Regents Policy, State Budget Office Guidelines, Purchasing Policies and Procedures, etc.

- a) Assigned extended multiple work assignments or projects within framework of prescribed procedures. May be checked for proper procedure at intervals, but accuracy is usually assumed.
- b) Administers policies and procedures, usually within a functional area of the University. Has latitude for independent action and is evaluated on intermediate-term results of actions.
- c) Assigned specific projects, with specific administrative guidance concerning procedures to be used. Usually checked for progress toward completion.
- d) (This question continued on page 4.)

2. (continued)

- d) Develops administrative procedures, usually for a functional area of the University, and recommends University Policies. Has considerable latitude for independent action and is evaluated on long-term results of actions.

Please relate the above answer to your specific position by giving examples of the guidelines and how these guidelines impact on your action.

- 3. In handling difficult tasks, from whom and how often can this position obtain authoritative assistance?

4. The majority of time in most positions will be spent dealing with problems that have been identified and for which solutions are known through precedent, policy or experience.

Please indicate the per cent of time you spend in each of the following situations and give examples of each

JOB SITUATION	% OF TIME SPENT	PLEASE GIVE EXAMPLES OF YOUR WORK THAT SUPPORT THIS ANSWER
a) Multiple but similar tasks are performed; work may be directed by supervisor but in absence of supervision the results of the tasks may be guided by precedent or policy.		a) _____ _____ _____ _____ _____ _____ _____ _____ _____ _____
b) Problems and/or projects that require an innovative approach; solutions require the assimilation of a variety of techniques, information, or models.		b) _____ _____ _____ _____ _____ _____ _____ _____ _____
c) Problems and/or projects of an abstract, unformulated nature which require imaginative approaches and require the development of new or novel applications of current knowledge. Guidance and counsel are seldom available within the University and precedent is usually lacking.		c) _____ _____ _____ _____ _____ _____ _____ _____ _____
	100%	

5.1 How often does this position normally require collecting and analyzing information from several sources in order to solve problems?

Note: For purposes of this question, "frequently" is defined as 2/3 or more of the decision-making effort; "occasionally" as 1/3 to 2/3 of the decision-making effort; and "rarely" as less than 1/3 of the decision-making effort.

- a) frequently
- b) occasionally
- c) rarely
- d) not a job requirement

5.2 How often does this position normally require the selection and use of explicit theories or models in solving problems and making recommendations?

- a) frequently
- b) occasionally
- c) rarely
- d) not a job requirement

Please support your answer with specific examples.

6.1 In what manner are you given direction in carrying out your major responsibilities?

Note: Select the answer that most nearly fits your situation.

- a) Task by task, daily, weekly, or monthly
- b) Several tasks at a time requiring from one-to-six-months duration
- c) Significant block of work and/or projects which can be accomplished in less than a year
- d) Projects and/or blocks of work which can be accomplished in a year or more

6.2 At what interval is your project checked?

- a) daily
- b) weekly
- c) monthly
- d) quarterly
- e) semi-annually
- f) annually

6.3 How and by whom is your progress checked?

7.1 How many employees are under your general supervision?

Note: Please complete both columns below.

	TOTAL NO. OF EMPLOYEES	NO. OF FULL-TIME EQUIVALENT EMPLOYEES
A&P		
Classified		
Student		

7.2 Of those counted in the above question (7.1), how many employees report directly to you?

Note: Please complete both columns below.

	TOTAL NO. OF EMPLOYEES	NO. OF FULL-TIME EQUIVALENT EMPLOYEES
A&P		
Classified		
Student		

8. What equipment are you required to operate to carry out the day-to-day tasks of this position?

9. In this position, are you directly responsible for meeting deadlines?

Yes No

If yes, please describe these deadlines.

II. ACCOUNTABILITY

10. Referring to your Major Responsibilities on pages one and two, the carrying out of each is subject to error. Are these errors readily detectable and what are the effect of such errors?

11. Specific responsibilities relating to organization and personnel matters are listed below. For each activity which is a part of this position, indicate the degree of authority, as defined, by placing the number 1, 2, 3 or 4 in the space provided. The statements refer only to this position's organizational unit. Leave degree of authority blank if the statement does not apply to this position.

(KEY) (1) Present recommendations for supervisor's review and approval. Develop fully after approval is received.

(2) Develop approach or course of action fully to point of implementation. Check with supervisor before implementation.

(3) Full authority to act without checking, but inform supervisor of action taken.

(4) Full authority to act without consulting supervisor before or after taking action.

_____ Increasing number of positions in work force	_____ Salary adjustments
_____ Defining job content	_____ Promoting personnel
_____ Changing reporting relationships	_____ Delegating responsibilities
_____ Planning work of subordinates	_____ Disciplining personnel
_____ Hiring and terminating personnel	_____ Develop budget recommendations
_____ Authorizing expenditures	_____ Approve budget requests from the departments
	_____ Maintaining and securing equipment

Additional Comments:

12. Tell how decisions of this position and results of the position's work impact on the division and/or the University as a whole.

13. How does this position affect the development of the University's long-range plans?
- a) Recommendations have controlling influence on planning for the entire University.
 - b) Recommendations may have significant influence on planning for the entire University.
 - c) Recommendations have some influence on the planning for the entire University.
 - d) Does not apply to this position.

Please explain your answer and give an example.

14. Is this position responsible for handling confidential information?

Yes No

If yes, please explain the nature of the information and the nature of the confidentiality.

III. MINIMUM QUALIFICATIONS

15. What is the minimum number of years of formal education that is required for a person to successfully carry out the duties and responsibilities of the position?

Years	9,10,11,12	13,14,15,16	17,18	19,20+
	High School	Two-Year Post-Secondary Certificate or Bachelors Degree in field of current work	Masters	Doctorate

16.1 Indicate the type and amount of work experience, in addition to the above required education, necessary for a person entering this position.

Type of Experience

Minimum Amount of Time Necessary

16.2 During this experience, does the employee obtain work skills which are necessary for the performance of this job; if so, describe the type of skills, i.e., producing and editing television film, writing computer programs.

17. Does this position require specific licensing or certification as an entry requirement? (examples are Professional Engineers, Lawyers, Registered Nurses, Medical Technologists or Certified Public Accountants.)

Note: Certification means an individual has successfully met a series of well-defined requirements as promulgated by a federal or state agency or professional and trade organizations.

Yes No

If you answered yes, please describe requirement briefly:

IV. INTERNAL AND EXTERNAL RELATIONSHIPS

18. Describe the level, purpose, and frequency of personal contacts this position requires you to have with those outside of your own immediate office. Indicate frequency as either "daily," "weekly," "monthly," or "infrequently."

Contact Within The University	Purpose	Frequency
Students		
President; Vice Presidents; Deans		
Heads of major departments; Departmental Chairpersons; Faculty and Staff in other departments		

Contact Outside The University such as State and Federal Agencies, Alumni and Donors, Business and Industry, and Other Publics including Parents, Applicants, etc.	Purpose	Frequency

V. ENVIRONMENTAL CONDITIONS

19. Do the tasks, listed on page one of this questionnaire, require travel outside the Payne County area? If so, please explain the purpose and frequency of such travel.

20. Do the tasks, listed on page one of this questionnaire, require you to work times other than Monday through Friday, 8 a.m. until 5 p.m.? If so, please explain the purpose and the frequency of this irregularity.

21. Does this job require exposure to physical danger? If so, please explain.

22. Does this job require exposure to unpleasant conditions, i.e., noise, dust, fumes, waste materials? If so, please explain.

GENERAL COMMENTS

23. Are there additional aspects or comments about your job that you feel appropriate that have not been covered in this questionnaire? If so, please list them in this section.

SUPERVISOR'S COMMENTS

Please review this questionnaire in detail, since you may have a different perspective of the position as described by the incumbent.

Question Number	Comments
_____	_____
_____	_____
_____	_____
_____	_____
*5.2	_____
_____	_____
_____	_____
_____	_____
_____	_____
*13	_____
*15	_____
*16.1	_____
*16.2	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

I have discussed these changes with the position's incumbent:

Yes No

Signature

Date

*Please comment specifically on the individual's answers to these questions.

DEAN'S OR DIRECTOR'S COMMENTS

Please review this questionnaire in detail, since you may have a different perspective of the position as described by the incumbent and supervisor.

Question Number	Comments
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
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_____	_____
_____	_____
_____	_____

Signature

Date

VICE PRESIDENT'S COMMENTS

Please review this questionnaire in detail, since you may have a different perspective of the position as described by the incumbent, supervisor, and Dean of Director.

Question Number	Comments
_____	_____
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_____	_____

_____ Signature

_____ Date

FINAL REPORT (AMENDED)
WITH
INTERIM POLICIES AND PROCEDURES
FOR IMPLEMENTATION

ADMINISTRATIVE AND PROFESSIONAL CLASSIFICATION STUDY

FEBRUARY 20, 1981

A&P PLAN
POLICY AND PROCEDURES

TABLE OF CONTENTS

I. POLICY AND PROCEDURES

A.	INTRODUCTION	1.01
B.	DEFINITIONS	1.01
C.	RESPONSIBILITY	1.02
D.	EVALUATION PROCEDURE FOR A PROPOSED NEW POSITION	1.02
E.	REQUEST TO STAFF FORM	1.03
F.	RECRUITMENT	1.03
G.	MONITORING	1.04
H.	EXTENDING A SALARY OFFER	1.04
I.	PROMOTIONS	1.06
J.	TRANSFER	1.06
K.	DEMOTION	1.07
L.	REQUEST FOR RECLASSIFICATION OF AN EXISTING POSITION	1.07
M.	REQUEST FOR CLASSIFICATION APPEAL	1.07
N.	EXCEPTIONS	1.09
O.	EXHIBIT A	1.10
P.	EXHIBIT B	1.11
Q.	EXHIBIT C	1.12
R.	EXHIBIT D	1.13
S.	EXHIBIT E	1.14
T.	EXHIBIT F	1.15

II. LISTINGS OF TITLES, RANGES, RANGE ALLOCATIONS

A.	SALARY RANGES FOR ADMINISTRATIVE AND PROFESSIONAL STAFF.....	2.01
B.	ALPHABETICAL LIST OF TITLES.....	2.02
C.	ALPHABETICAL LIST OF TITLES BY RANGE.....	2.09

III. APPENDICES

A.	APPENDIX 1: STANDARD FOR DETERMINING ADMINISTRATIVE AND PROFESSIONAL STATUS	
B.	APPENDIX 2: ADMINISTRATIVE AND PROFESSIONAL QUESTIONNAIRE	

I. POLICY AND PROCEDURES

A&P PLAN POLICY AND PROCEDURES

INTRODUCTION

This report sets forth an interim set of policy and procedures for the establishment, maintenance and administration of a classification program for all full and part-time Administrative/Professional positions on the Stillwater campus of Oklahoma State University regardless of whether these are permanent or temporary in nature. (This policy statement shall not be applicable to members of the University faculty, the classified staff, or bonafide student employees.)

This is a provisional document prepared to govern currently-existing situations. As internal equity (as defined below) is achieved throughout the system, it is anticipated that additional flexibility will be desirable in extending salary offers, promotions, transfers, etc.

Copies of the methodology by which the classification study was accomplished will be in the offices of the vice presidents and Personnel Services within the near future and will be available for perusal upon request.

DEFINITIONS

Exempt Position - Any position that meets the executive, administrative, or professional criteria set down in the Fair Labor Standards Act as modified for use at Oklahoma State University. Such positions at Oklahoma State University will be allocated to Administrative and Professional status and exempted from compensation for overtime. (See appendix I)

Non-exempt Position - Any position that does not meet the criteria for executive, administrative, or professional capacity, and for which compensation for overtime is required as outlined by Oklahoma State University policy. Such positions will be allocated to the classified staff.

Internal Equity - A situation whereby the level of compensation for employees within the same classification (title) and within the same pay grade across the university is directly related to such factors as length of service, personal qualifications, i.e. education and experience, and performance.

Competitive Range of A & P Pay Grades - That salary range where all new employees would normally enter, assuming that they meet the minimum qualifications as established by the evaluation committees and announced during the recruitment period. Guidelines for extending salary offers are found on pages 1.04 and 1.05.

Classification - A group of positions which are so similar in duties, responsibilities, job worth, and education/experience requirements that each position in the group has been given the same job title.

RESPONSIBILITY

Responsibility for the establishment, maintenance, and administration of the A & P classification system shall rest with the Office of University Personnel Services subject to normal administrative review.

Maintenance of the A & P classification system will include monitoring the marketplace by use of salary survey techniques. The results of the salary surveys will be used in preparing recommendations regarding the appropriateness of the current salary competitive areas for the upcoming fiscal year. Such recommendations will be prepared and transmitted to the university's executive group prior to February 15 of each fiscal year.

Any recommendations for modifications and/or revisions to this plan, which have university-wide impact shall be presented to the executive group for final review and approval. Prior to making such recommendation to the executive group, the Office of University Personnel Services will gather information from interested individuals, parties, or committees. These people will be influential in shaping the content of the final recommendations to the executive group.

EVALUATION PROCEDURE FOR A PROPOSED NEW POSITION

An outline of the steps involved in establishing and staffing a new position is presented in Exhibit A, page 1.10.

Two forms provided by the Office of Personnel Services will be necessary to request an evaluation for a proposed new Administrative/Professional position. An "Exemption Checklist" and an "Administrative/Professional Position Questionnaire" (Appendix I and II respectively) must be completed by the requesting department and transmitted through the normal administrative channel to Personnel Services. (For Evaluation Procedure for a Proposed New Position see Exhibit B), page 1.11.

Upon receipt of the forms, Personnel Services will be responsible for reviewing the duties and responsibilities of the proposed position to determine if the position meets the standards for exemption. If the position is found to be Non-Exempt, the position questionnaire will be referred for inclusion in the Uniform Pay Plan for Classified Personnel.

Those positions found to be Exempt will be evaluated by Personnel Services and the results communicated to the appropriate administrators within a 2 week period. The position will be allocated to a title and salary range, taking into account the total points assigned and the appropriate salary market data. Title and range allocations will be documented and communicated to the appropriate Dean or Director. To establish a new title, a Class Specification (description) will also be prepared by Personnel Services and disseminated to the same Dean or Director for his/her review, and comments. The approved specification will be included in the manual of Class Specifications for all Administrative and Professional Titles.

If there is not agreement among the parties involved as to the findings and recommendations of University Personnel Services, a request for appeal can be made to the Administrative and Professional Classification Committee (See page 1.07, Requests For Classification Appeal).

Upon receiving the information for title and range allocation, the initiation of the Request-To-Staff A New or Vacant Administrative/Professional or Faculty Position by the hiring official may commence. (For flow of Request to Staff Form see Exhibit C p. 1.12)

REQUEST TO STAFF FORM

The form used for authorization to fill a position is the "Request to Staff a New or Vacant Faculty or A & P Position." The form, and necessary attachments, are prepared by the department and submitted to the appropriate dean or director and shall state whether the position is to be advertised locally, statewide, or nationally. (See Recruitment, p.) Following approval by the dean or director, the Request to Staff will be submitted to the Office of Personnel Services where it will be reviewed for compliance with the Administrative/Professional Classification Plan. Necessary review and approval will then be sought from both the Affirmative Action Office and Budget Office. The Office of Personnel Services will forward the Request to Staff to the appropriate vice-president for final approval.* Approved copies will then be disseminated to the Office of Personnel Services and the respective dean or director. At this time, the recruitment process will commence. Exhibit C, page 1.10 illustrates the prescribed flow for a Request to Staff.

RECRUITMENT

Appointments to administrative and professional positions are subject to Board approval, and only after the position has been approved by the appropriate Vice President can the position be advertised/announced. All applicants must be screened to insure all minimum requirements in the job description have been met.

In order to insure that this policy is correctly implemented, the request-to-staff and recruitment forms are required for all appointments.

The request-to-staff form shall state whether the position is to be advertised locally, statewide, or nationally. For those positions which are consistently advertised/announced locally or statewide, a minimum of 2 weeks (10 working days) after notification of approval by the appropriate Vice President shall be required. For those positions requiring national recruitment, a minimum of 4 weeks (20 working days) is required. All administrative positions require national recruitment except those few positions from which an adequate applicant pool could be obtained either on campus or within the State that would contain women and minorities.

*Major administrative positions and A & P positions reporting to the President would require the President's signature.

These time limits should be interpreted as minimums; for example, searches requiring either regional or national exposure may necessitate extending the application deadline beyond that indicated by these guidelines. If publication deadlines need to be considered, the recruitment period should also be extended accordingly. The authority to modify and/or waive these time limits rests with the Director of Affirmative Action.

The Office of Personnel Services will assist in coordination of the external advertising effort with departments. An internal announcement for each Administrative and Professional position vacancy will be prepared and disseminated by the Office of Personnel Services to deans, directors, and department heads for posting and/or circulation on campus. Advertising should include the title, short job description, minimum qualifications, application deadline, and address for submission of credentials. The salary competitive hiring range may be listed, or the information "commensurate with education and experience" will be used. All advertising must include the statement: "OSU is an Equal Opportunity Employer."

MONITORING

The administrative and professional positions are monitored by the Office of University Personnel Services in conjunction with the Affirmative Action Office. The monitoring procedure includes the recording of all approved positions with the appropriate data obtained from the request-to-staff form and related information. Then, when the position is filled, the recruitment report and related information is reviewed. If the appropriate procedures have been followed, then the recruitment report is approved. Therefore, all positions requiring a request-to-staff form for "opening" a position must have a recruitment report on file in the Affirmative Action Office indicating how the position was filled, whether by a person outside the University or from within.

EXTENDING A SALARY OFFER

In general, all candidates for A & P staff positions at the University should normally be extended salary offers within the competitive range* of the salary pay grade to which the classification has been assigned. Two primary factors must be considered prior to extending a salary offer: (1) the prospective employee's qualifications, including educational background applicable experience and other qualifications in relation to the minimum required qualifications for the position; and (2) internal equity.

In order to achieve these requirements, all salary offers must be approved in advance by the Office of Personnel Services.

The guidelines to be used by U.P.S. in consultation with the hiring official for determining salary offers for prospective A&P employees are as follows:

- 1) A comparison must first be made between the prospective employee's qualifications, including educational

*Perspective employees meeting the minimum qualifications only will be hired at the minimum of the pay range.

background, related experience, as well as particular skills possessed and the minimum qualifications of the classification as defined by the respective classification committee and communicated in the recruitment announcement. This comparison is the responsibility of the Office of Personnel Services. This comparison should lead to a preliminary recommendation as to the appropriate salary.

- 2) A comparison must then be made between the new employee's qualifications and the qualifications, length of service, merit, and salary level of present employees. This comparison is the responsibility of the Office of Personnel Services and should assure internal equity and result in a final determination of a salary offer.

In those cases where the candidate's qualifications (education, experience, and training) substantially exceed the specifications required for that classification--as established by the evaluation committee and announced during the recruitment process--it could be appropriate to extend a salary offer that exceeds the maximum of the salary competitive area. However, such excess qualifications should directly enhance job performance. Vice-presidential approval, or where applicable presidential approval, is necessary prior to extending such offers with the Office of Personnel Services serving in a consultative role in determining the appropriate salary figure.

In all cases, whether the salary offer is within or outside the competitive area, the issue of internal equity must be resolved (as previously outlined) before a salary offer may be extended.

In those cases in which offers of employment are to be made to candidates whose qualifications do not meet the stated minimum acceptable qualifications for the Classification, a TRAINEE appointment will be established on an interim basis. The salary established for a Trainee appointment shall be 90% of the stated minimum of the salary range established for the classification.

Vice Presidential approval is required prior to the establishment of a Trainee position. The Office of University Personnel Services will serve in a consultative role in such deliberations.

Trainee appointments should not normally exceed six (6) months in duration. Those appointments that require additional time in a Trainee status must be approved by the respective Vice President. Such cases will not be extended by more than six (6) months. In no case shall the same Trainee position exist for more than twelve (12) consecutive months.

At such time as a Trainee meets the necessary minimum qualifications for the position, the title of the position shall be changed and the salary of the incumbent shall be adjusted to the minimum of the salary range assigned to the Classification.

PROMOTIONS

A promotion is defined here as the movement of an employee from a position in one pay grade to a different position allocated to a higher pay grade, or as a situation whereby the position which the employee occupies is reclassified from one pay grade to a higher pay grade due to the fact that the position now requires greater effort, skill, and responsibility in the normal performance of the job duties. (The procedure to be followed in seeking reclassification of an established position is addressed in a subsequent section entitled "Request for Reclassification of an Existing Position.") The movement from or reclassification of a position in Pay Range 1 to another position in Pay Range 1 is not a promotion; it is a transfer. (See section entitled "TRANSFER" for more information.)

An increase in salary should accompany a promotion. The amount of increase must be based upon the relative qualifications of the individual, including length of service at Oklahoma State University, as well as the maintenance of internal equity across the classification. In all cases, the salary offered should equal, or exceed, the starting salary for a "New Hire" possessing similar qualifications. Again, internal equity is the primary consideration and it must not be destroyed.

Promotional increases will be reviewed by the Office of University Personnel Services. If a promotion, as defined, entails movement upward of only one pay grade, and if the desired salary level is within the competitive salary range for the new pay grade, and internal equity is not disrupted, normal administrative approval is sufficient.

However, if a promotion entails movement upward of more than one pay grade, whether or not the desired salary level is within or outside of the new competitive salary area, the hiring unit must secure Vice-Presidential approval prior to extending any offer.

It is recommended that the hiring official discuss promotion plans and the effective date of promotion with the staff member's current supervisor prior to implementation.

TRANSFER

A transfer is the lateral movement between two positions that have been allocated to the same pay grade. For example, the movement from a pay grade -2- position to another pay grade -2- position is considered a transfer.

A voluntary movement to a position in a lower pay grade is also considered a transfer.

A transfer would not normally be accompanied by a change in salary. However, a salary change may be justified on the basis of equity within the new classification. In essence, the employee who is involved in a transfer should not be penalized by automatically being held at his/her current salary

level simply because the movement constitutes a transfer; rather, the hiring official should treat the employee as a "new hire" in making a decision as to a salary offer. In all cases, the Office of Personnel Services will decide the appropriate level of compensation.

DEMOTION

A demotion is the involuntary movement of an individual to a position of lesser duties and responsibilities (e.g., involuntary movement from pay Range 4 to Pay Range 2).

The major consideration in determining rate of pay as the result of a demotion is the current pay equity of the classification where the demoted employee will be located.

A demotion will not cause the affected employee to be penalized in future salary adjustments; however, internal equity of pay must be maintained in the consideration of such adjustments.

REQUEST FOR RECLASSIFICATION OF AN EXISTING POSITION

If there have been substantial changes--either additions or deletions--in the duties and/or responsibilities delegated to a particular position, a revised position questionnaire should be submitted to the Office of Personnel Services with a request for review for possible reclassification.

In most instances, it will not be necessary to complete an entire new questionnaire; only those sections which have revised information need to be completed. Comments from the employee's supervisor, department administrator and the respective Vice President describing the changes should accompany the revised questionnaire.

The procedure for request for reclassification of an existing position is illustrated in Exhibit E, p. 1.14. The reclassification evaluation by the Office of Personnel Services should be completed within two weeks of the receipt of the questionnaire by U.P.S.

REQUESTS FOR CLASSIFICATION APPEAL

If, for any reason, any of the parties involved in the classification process for a position do not agree with the title, pay range allocation, or allocation (or non-allocation) to Administrative/Professional status, this party may request an appeal. To initiate the appeal process, the petitioner must complete only the applicable portion of this review form (Exhibit F, pages 1.15 and 1.16) and submit it to the next level in the administrative channel for review and comment.

Once the request form has reached the Dean or Director's office, a recommendation must then be made. The Office of University Personnel Services will be available to aid and assist any Dean or Director in arriving at their recommendation.

If the recommendation of the Dean or Director is supportive, the request is then forwarded to the Office of University Personnel Services at which time the original evaluation results will be reviewed.

If the recommendation of the Dean or Director is not supportive, the petitioner may appeal the decision by forwarding the review form directly to the Office of University Personnel Services at which time review will commence. The form will be transmitted by a letter from the petitioner with a copy to the Dean or Director.

The Office of Personnel Services will report any appeal requests to the appropriate Vice President for informational purposes only.

The Office of University of Personnel Services will report their recommendations to the respective Vice President, Dean or Director and/or the petitioner within 10 working days.

If the Office of University Personnel Services has altered, modified, or in any way changed their original recommendation to the satisfaction of all parties involved, the new recommendation may be implemented by the Dean or Director via a Personnel Action Form.

If any of the concerned parties do not agree with the new recommendation (e.g. no change, change in title, change in pay grade, etc.) an appeal of this recommendation may be made within ten (10) working days to the Administrative/ Professional Classification Committee. Appeals to this committee are to be sent to the Office of University Personnel Services so that they may be placed on the committee's agenda. The committee will review the appeal and make a recommendation to the Vice Presidents within 14 days.

Classification Committee:

The Administrative and Professional Classification Committee will be composed of eight (8) persons recommended by the respective Vice Presidents and appointed by the President: two (2) members from the Academic Affairs Division; two (2) members from the Business and Finance Division; two (2) members from the Student Services Division; one (1) member from the University Relations, Development and Extension Division; one (1) member from the General University Division, as well as a representative from the Office of University Personnel Services who shall serve in an ex-officio (non-voting) capacity.

Members of the committee (excluding the ex-officio member) shall serve three (3), one-year terms with appointments being made at the beginning of a new fiscal year. Members of the committee may serve two consecutive three-year terms.

The Administrative and Professional Classification Committee shall conduct hearings or other such activities that will bring to light all of the facts in the review case; in other words, they will take whatever actions are necessary to ensure a completely fair and impartial hearing for the benefit of all parties concerned. After completion of all such hearings, gathering of information, etc., the Administrative and Professional Classification Committee shall make a recommendation. Recommendations from committee are referred to the Vice Presidents, with a copy to the Office of University Personnel Services, department and employee.

The Vice Presidents acting as a committee will have the final authority.

POLICY AND PROCEDURES: EXCEPTIONS

The authority to grant exceptions to one or more of these policies and procedures is vested in the President of Oklahoma State University.

EXHIBIT A
OVERVIEW OF THE PROCEDURE FOR ESTABLISHING AND STAFFING
A NEW POSITION

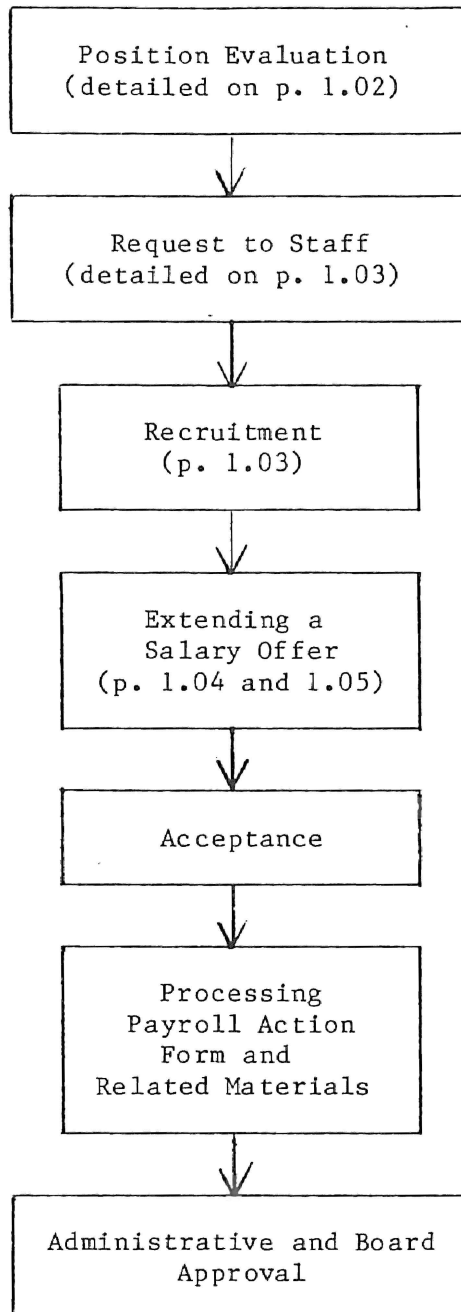


EXHIBIT B
EVALUATION PROCEDURE FOR A PROPOSED
NEW POSITION

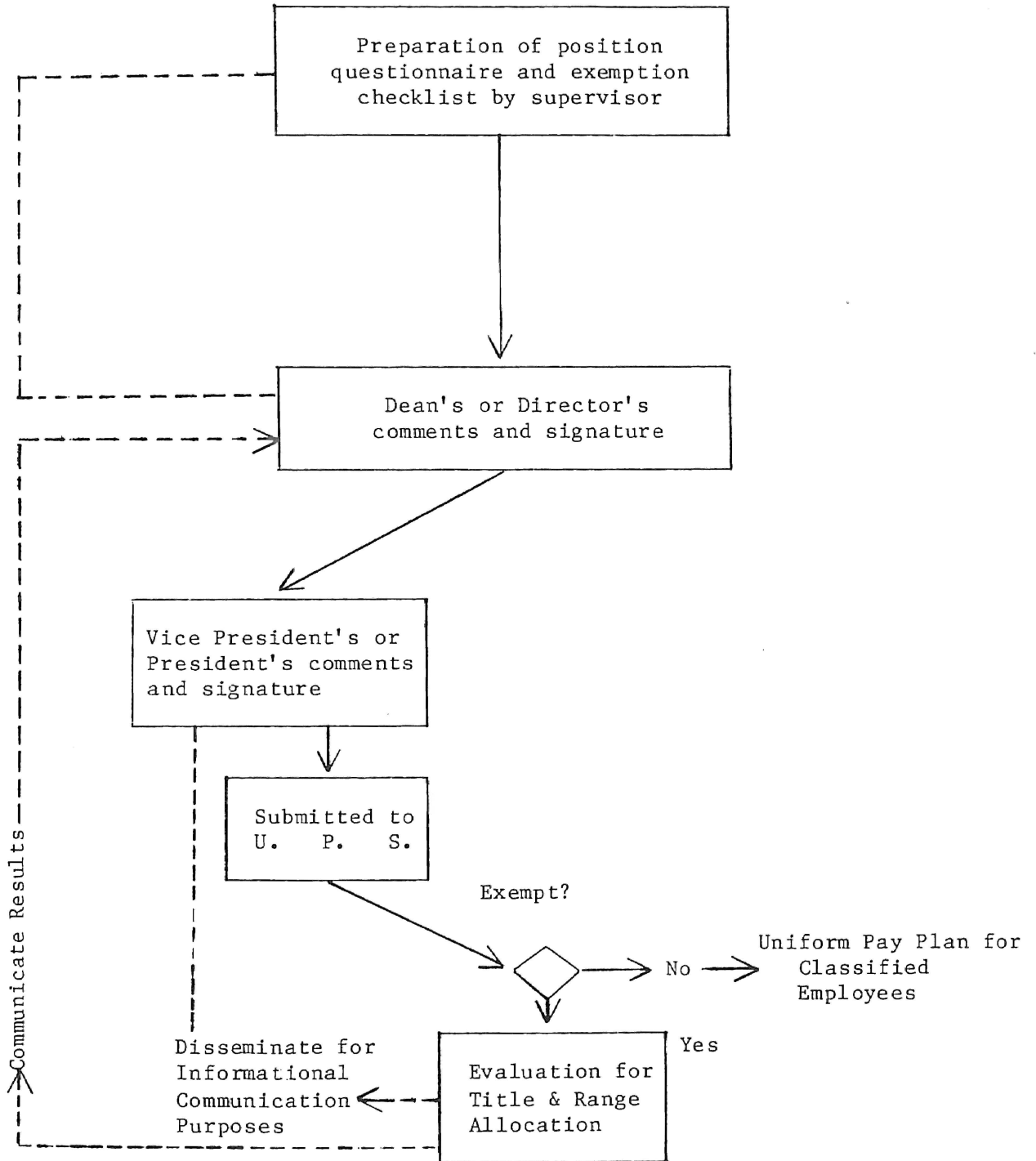
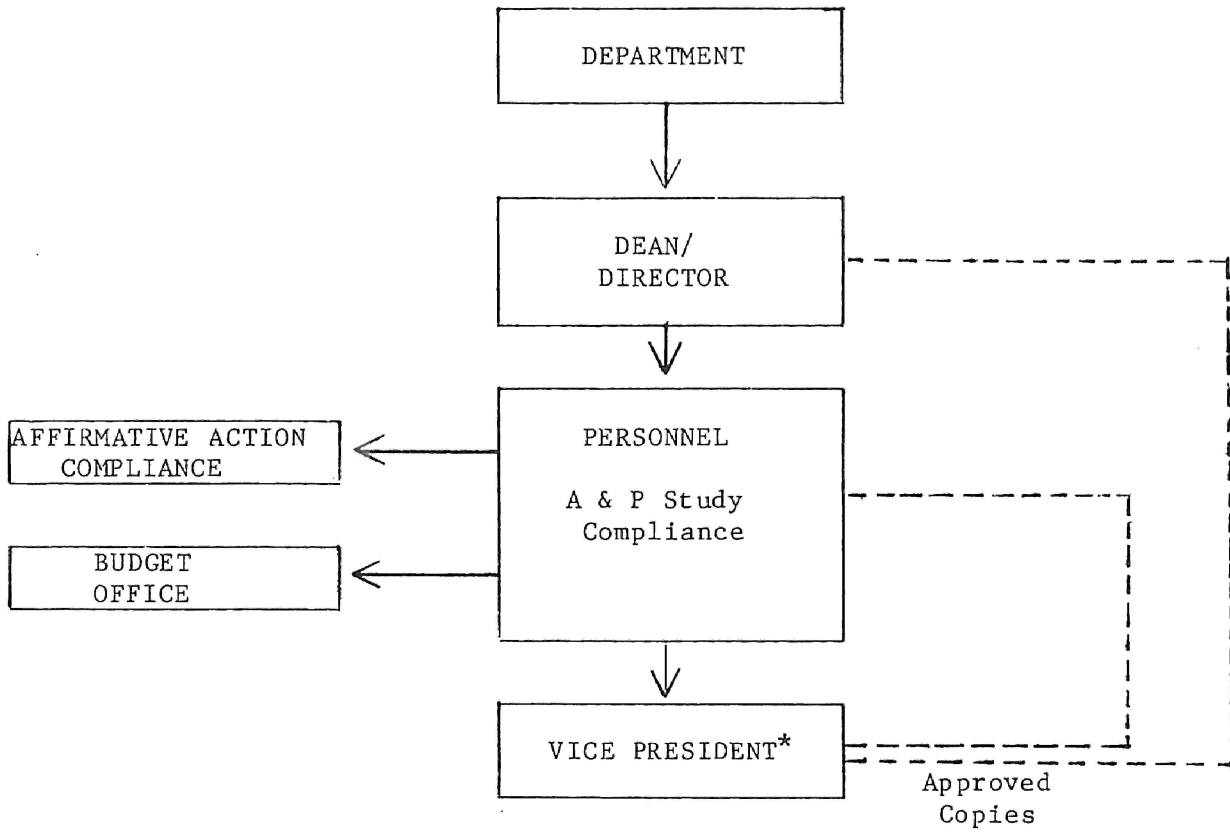


EXHIBIT C
REQUEST TO STAFF A NEW OR VACANT
FACULTY OR A & P POSITION



*Major administrative positions and A & P positions reporting to the President would require the President's signature.

EXHIBIT D

FLOW CHART FOR PAYROLL ACTION
FORM AND RECRUITMENT REPORT

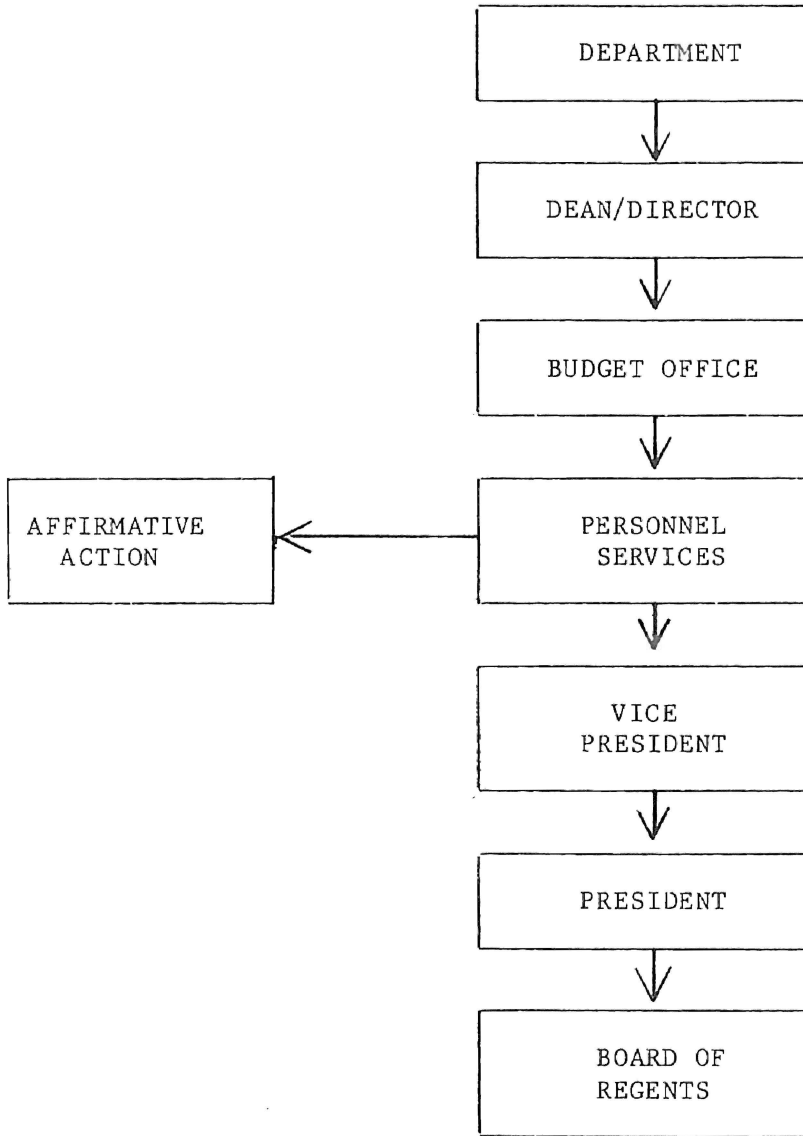
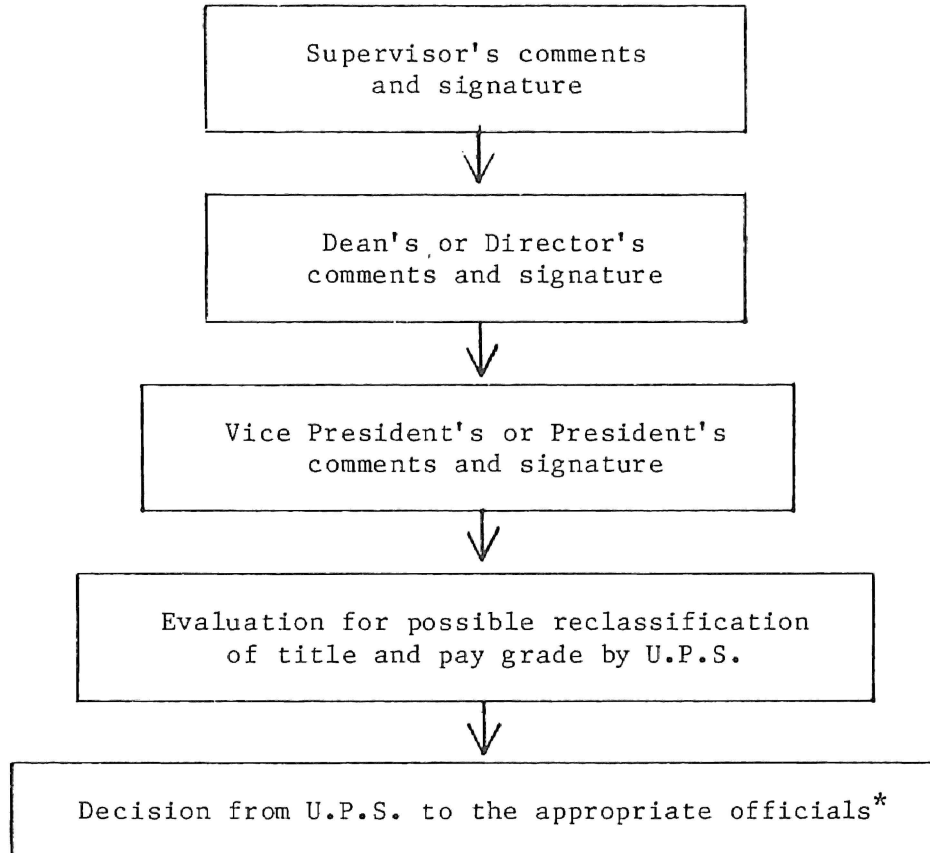


EXHIBIT E
REQUEST FOR RECLASSIFICATION OF AN EXISTING POSITION
FLOW CHART

Preparation or revision of position questionnaire
by incumbent and/or supervisor



*Personnel Services may request assistance in reaching a decision from the A & P Classification Committee. In this instance an appeal request would bypass the A & P Classification Committee and go directly to the vice presidents. (See Requests for Classification Appeal, p. 1.07)

EXHIBIT F

OKLAHOMA STATE UNIVERSITY

REQUEST FOR ADMINISTRATIVE AND PROFESSIONAL CLASSIFICATION APPEAL

NAME _____ DEPARTMENT _____

COLLEGE OR DIVISION _____

=====

EMPLOYEE STATEMENT: (please attach documentation, if necessary, supporting reasons for request)

EMPLOYEE SIGNATURE _____ DATE _____

=====

DEPARTMENT HEAD RESPONSE TO REQUEST: (please attach supporting documentation, if necessary)

DEPARTMENT HEAD SIGNATURE _____ DATE _____

DEAN/DIRECTOR REPLY/PROPOSED DISPOSITION:

DEAN/DIRECTOR SIGNATURE _____ DATE _____

ADMINISTRATIVE AND PROFESSIONAL REVIEW COMMITTEE RECOMMENDATION:

DATE _____

II. LISTING OF TITLES,
RANGES, and RANGE ALLOCATIONS

Oklahoma State University
1980 - 1981
Competitive Area
Salary Ranges for
Administrative and Professional Staff

Annual		Monthly		
1.	11,150	12,800	1. 929	1,067
2.	13,100	15,130	2. 1,092	1,261
3.	13,600	15,645	3. 1,133	1,304
4.	15,400	17,810	4. 1,283	1,484
5.	17,950	20,770	5. 1,496	1,731
6.	20,370	23,625	6. 1,697	1,969
7.	23,760	27,625	7. 1,980	2,302
8.	28,000	32,990	8. 2,333	2,749

University Personnel Services
April 23, 1980

Alphabetical List of Titles
included in the Administrative/
Professional Compensation Plan

Occupational Code	Title	Pay Range
8001	Academic Advisor	1
7240	Accountant	2
7238	Accounting Supervisor	5
7248	Accounts Payable Specialist	2
8007	Administrative Assistant	2
8006	Administrative Associate	3
8008	Administrative Officer	5
8126	Administrative Programs Director	5
7531	Advisor, International Students	5
7471	Agriculture Association Officer	4
7585	Agriculturist	1
8209	Agronomic Budget Specialist	3
5209	Aircraft Pilot	4
7567	Analytical Toxicologist	4
8196	Annual Gift Program Director	6
8061	Annuity Program Advisor	4
7396	Artist	1
7394	Artist, Television	2
7207	Assistant Bursar	4
7227	Assistant Comptroller	6
7402	Assistant Conference Coordinator	2
8195	Assistant Coordinator, Sports Health, Safety and Equipment	4
1725	Assistant Dean, Student Affairs	4
7206	Assistant Director, Admissions	6
8090	Assistant Director, Agriculture Information	6
8132	Assistant Director, Alumni Relations	6
8077	Assistant Director, Arts & Sciences Research	6
7399	Assistant Director, Audio Visual Center	5
8075	Assistant Director, Business and Economic Research	5
8066	Assistant Director, College of Business Extension	5
7824	Assistant Director, Colvin Center	6
7522	Assistant Director, Counseling Services	6
8086	Assistant Director, Electronics Lab	6
8076	Assistant Director, Engineering Research	6
8067	Assistant Director, DETA Extension	6
8097	Assistant Director, Financial Aids	5
8193	Assistant Director, Fluid Power Research Center	7
8092	Assistant Director, High School and College Relations	5
7406	Assistant Director, Independent and Correspondence Study	4
8102	Assistant Director, Institutional Research	6
8116	Assistant Director, Internal Audit	6
8112	Assistant Director, Physical Plant	7
7823	Assistant Director, Programs	6

Occupational Code	Title	Pay Range
8094	Assistant Director, Purchasing	5
7759	Assistant Director, Single Student Housing	6
8123	Assistant Director, Student Health Center	8
8121	Assistant Director, Student Services Maintenance	6
7809	Assistant Director, University Food Service	6
8110	Assistant Director, University Personnel Services	6
8091	Assistant Director, University Placement Services	5
8140	Assistant Food Service Coordinator	1
7123	Assistant Herd Manager	2
4623	Assistant Manager, Bookstore	4
8062	Assistant Manager, Student Activities	4
7277	Assistant Manager, University Printing Services	3
8024	Assistant Project Engineer	4
8028	Assistant Public Information Officer	2
8011	Assistant Publications Editor	1
7204	Assistant Registrar	6
5110	Assistant Superintendent, Grounds	2
7364	Assistant Supervisor, Administrative Systems Production Services	5
7365	Assistant Supervisor, Administrative Systems Support Services	5
1727	Assistant to the Dean	5
1799	Assistant to the Vice President	5
7216	Assistant University Budget Director	6
7219	Assistant University Business Manager	6
1798	Assistant Vice President	8
1722	Associate Dean, Student Affairs	6
8068	Associate Director, College of Home Economics Extension	5
7537	Athletic Counselor	5
8197	Athletic Gift Program Director	6
8185	Athletics Promotions Director	6
8038	Broadcast Coordinator	3
7208	Bursar	6
7291	Captain, OSU Security	5
8096	Career Counselor	5
7239	Chief Accountant	6
7426	Chief Television Engineer	5
8200	Child Care Training Specialist	3
7281	Compensation Specialist	2
1131	Computer Programmer	2
7403	Conference Coordinator	4
6203	Construction Engineer Specialist	3
3032	Consultant Dietitian	2
8003	Coordinator, Academic Services	4
8089	Coordinator, Agricultural Publications	5
8034	Coordinator, Audio-Visual Services	3
8035	Coordinator, Audio-Visual Technical Services	4
8190	Coordinator, Computer Accounting Services	4
8049	Coordinator, DETA Cooperative Education Program	4
7325	Coordinator, Electronics Shop	3
8050	Coordinator, DETA Extension Programs	4
8020	Coordinator, Extension Programs	2

Occupational Code	Title	Pay Range
8048	Coordinator, Financial Aids	3
8033	Coordinator, Graphics	3
8143	Coordinator, Health & Fitness Center	3
8180	Coordinator, Historical Preservation Survey	4
7820	Coordinator, Intramural Sports	4
8141	Coordinator, Laboratory Animal Resources	2
7557	Coordinator, Nursing Services	4
8206	Coordinator, Posse Programs	3
7265	Coordinator, Printing Production	5
7262	Coordinator, Property and Inventory Control	3
8082	Coordinator, Proposal Development	5
8040	Coordinator, Records Management	3
7822	Coordinator, Recreation Programs	4
7757	Coordinator, Residence Halls Programming	4
7756	Coordinator, Residence Life	4
8032	Coordinator, Resource Institute	3
7821	Coordinator, Sports Activities	4
7700	Coordinator, Sports Health, Safety, and Equipment	6
7280	Coordinator, Staff Benefits	4
8027	Coordinator, Statistical Lab	2
8142	Coordinator, Student Recruitment & Minority Programs	3
8083	Coordinator, Technical Support Development	5
7539	Coordinator, Veterans Affairs	4
8058	Coordinator, Veterinary Medicine Admissions	4
8135	Coordinator, Vocational-Rehabilitation Information	3
7694	Coordinator, Women's Inter-Collegiate Athletics	6
8204	Cost/Return Analyst	3
7528	Counselor	3
8203	Curriculum Development Specialist	3
7043	Creamery Superintendent	3
1731	Dean of Student Affairs	8
8198	Deferred Gift Program Director	6
8104	Director, Administrative Systems Development	7
8131	Director, Alumni Relations	8
7305	Director, Architectural Services	8
7400	Director, Audio-Visual Center	6
8103	Director, Computing and Information Systems	8
7525	Director, Counseling Services	7
8106	Director, DETA Extension	8
7542	Director, Financial Aids	7
7547	Director, Freshman Programs & Services	6
8109	Director, Grants and Contracts Financial Administration	6
8130	Director, High School and College Relations	7
7401	Director, Independent and Correspondence Studies	6
8117	Director, Internal Audit	8
8118	Director, International Programs	8
8122	Director, Married Student Housing and Student Services Maintenance	7
8127	Director, OSU Foundation	8
8114	Director, OSU Security	7

Occupational Code	Title	Pay Range
8113	Director, Physical Plant	8
8134	Director, Public Information	8
8108	Director, Purchasing	6
7760	Director, Single Student Housing	7
8124	Director, Student Health Center	8
8120	Director, Student Union	7
8105	Director, University Computer Center	7
8129	Director, University Extension	8
7810	Director, University Food Service	7
8111	Director, University Personnel Services	8
8128	Director, University Placement Services	7
8029	EDP Auditor	5
8047	Energy Management Coordinator	5
8194	Environmental Hazards Coordinator	5
8201	Equipment Manager	3
8080	Extension Engineer	5
8021	Extension Specialist	2
7214	Field Coordinator	4
7263	Financial Coordinator	2
7294	Fire Service Training Specialist	3
8017	Fiscal Officer	4
7806	Food Production Coordinator	4
7803	Food Service Coordinator	2
8181	Freshman Services Counselor	3
7242	Grants and Contracts Officer	2
8010	Graphic Designer	1
7750	Head Resident	1
7124	Herd Manager	3
7229	Indirect Cost Specialist	3
7392	Institutional Research Analyst	3
8144	International Education Specialist	2
7380	Librarian, Computing Services	2
8030	Maintenance Coordinator	2
8199	Major Gift Program Director	6
7279	Manager, Administrative Services	6
7458	Manager, Bookstore	5
8088	Manager, Bureau of Tests and Measurements	5
7286	Manager, Central Mailing	4
7327	Manager, Engineering and Utilities	6
8054	Manager, Farm, Feed and Services	4
7504	Manager, Farm Building Information Service	5
7598	Manager, Farm Research Lab	5
8055	Manager, Feed Plant Operations	4
7293	Manager, Fire Service Training and Publications	7
7275	Manager, Flight Service	5
7558	Manager, Hospital Lab and X-Ray	5
7597	Manager, Instrument and Maintenance Shops	5
7284	Manager, Lake Resources	5
7288	Manager, Motor Vehicle Service Station	5
7415	Manager, O'Collegian	5
7560	Manager, Pathology Laboratory	4
8093	Manager, Payroll Processing	5

Occupational Code	Title	Pay Range
8036	Manager, Photo Services	4
7435	Manager, Radio Station	5
7587	Manager, Research Field Operations	6
7595	Manager, Research Instrument Shop	5
7758	Manager, Single Student Housing Operations	5
8063	Manager, Student Activities	5
7801	Manager, Student Union Food Service	6
8101	Manager, Student Union Operations	5
8100	Manager, Student Union Programs	5
7405	Manager, Technical Information Services	5
7802	Manager, University Food Service	5
7287	Manager, University Printing Services	6
7283	Manager, Vending	5
8059	Manager, Veterinary Medicine Research Labs	4
8133	Managing Editor	6
3088	Meat Laboratory Supervisor	3
8037	Media Services Specialist	3
7554	Nurse-Anesthetist	2
8146	Pathologist	7
9221	Payroll Specialist	2
8205	Pharmacist	5
7417	Photographer	1
8009	Photographic Technical Specialist	1
7550	Physician	7
7534	Placement Counselor	2
7329	Plant Engineer	5
7307	Project Architect	5
8025	Project Engineer	5
8019	Promotions Specialist	2
8023	Proposal Development Editor	2
7425	Public Information Officer	4
8053	Public Service Specialist	4
8012	Publications Editor	2
8022	Publications Production Specialist	2
1431	Publications Specialist	2
7259	Purchasing Coordinator	3
7260	Purchasing Specialist	2
6044	Radio Engineer	3
7568	Radiologic Technologist	3
8031	Recreation Programs Specialist	2
7556	Registered Nurse	1
7203	Registrar and Director of Admissions	8
4506	Registrar's Assistant	2
8115	Reports Analyst	4
8084	Research Engineer	5
8182	Research Equipment Specialist	3
8002	Senior Academic Advisor	2
7237	Senior Accountant	4
7586	Senior Agriculturist	2
8208	Senior Assistant Bursar	5

Occupational Code	Title	Pay Range
8039	Senior Broadcast Coordinator	5
8052	Senior Coordinator, Extension Programs	4
8081	Senior Extension Engineer	6
8015	Senior Financial Coordinator	5
8018	Senior Fiscal Officer	6
7804	Senior Food Service Coordinator	4
7393	Senior Institutional Research Analyst	5
8026	Senior Project Engineer	6
8013	Senior Publications Editor	5
8085	Senior Research Engineer	6
7234	Senior Staff Auditor	4
8057	Senior Station Superintendent	5
8139	Senior Systems Analyst	5
8064	Senior Television Producer/Director	5
7224	Serials Cataloger/Project Coordinator	4
8202	Service Programs Specialist	2
8005	Special Projects Assistant	1
7569	Spectrographic Analyst	2
7414	Sports Information Director	6
7702	Sports Information Officer	3
7231	Staff Auditor	2
7583	Staff Engineer	4
8051	Staff Psychologist	4
8056	Station Superintendent	4
1128	Student Data Operations Specialist	2
8016	Student Employment Specialist	2
7546	Student Programs Coordinator	3
8095	Student Services Coordinator	5
3512	Student Union Building Manager	1
8045	Superintendent, Carpentry Services	4
3517	Superintendent, Custodial Services	3
8044	Superintendent, Electrical Services	4
7292	Superintendent, Fire and Safety	5
5111	Superintendent, Grounds and Labor	5
8043	Superintendent, Heating, Ventilating, and Air Conditioning Services	4
7345	Superintendent, Maintenance	5
8042	Superintendent, Mechanical Maintenance Services	4
8041	Superintendent, Painting Services	3
5095	Superintendent, Power Plant	5
5089	Superintendent, Water Plant	4
7374	Supervisor, Administrative Systems Development Group	6
7362	Supervisor, Administrative Systems Production Services	6
7360	Supervisor, Administrative Systems Development Services	6
7361	Supervisor, Administrative Systems Support Services	6
7469	Supervisor, Architecture Extension	5
7390	Supervisor, Computer Operations	6
7372	Supervisor, Data Base Administration	6
7313	Supervisor, Drafting Service	5

Occupational Code	Title	Pay Range
7264	Supervisor, Duplicating Services	4
8099	Supervisor, Financial Aids Programs	5
8098	Supervisor, Financial Aids Services	5
8136	Supervisor, Financial Audits	5
7409	Supervisor, Fire Protection Publications	5
7296	Supervisor, Fire Service Training	5
7391	Supervisor, Programming Services	6
7590	Supervisor, Research Support Services	5
8207	Supervisor, Systems Operations	4
8191	Supervisor, Systems Programming	6
7481	Supervisor, Technology Extension	5
8065	Supervisor, Television Art	5
8192	Supervisor, User Information	6
7600	Survey Entomologist	5
8138	Systems Analyst	4
8137	Systems Analyst/Programmer	3
6045	Television Engineer	3
7430	Television Producer/Director	4
8060	University Budget Analyst	4
7217	University Budget Director	8
7218	University Business Manager	8
7215	University Comptroller	8
7527	University Representative	3

Alphabetical list of Titles by Range included in the
Administrative/Professional Compensation Plan

RANGE 1

Occupational Code	Title
8001	Academic Advisor
7585	Agriculturist
7396	Artist
8140	Assistant Food Service Coordinator
8011	Assistant Publications Editor
8010	Graphic Designer
7750	Head Resident
7417	Photographer
8009	Photographic Technical Specialist
7556	Registered Nurse
8005	Special Projects Assistant
3512	Student Union Building Manager

RANGE 2

Occupational Code	Title
7240	Accountant
7248	Accounts Payable Specialist
8007	Administrative Assistant
7394	Artist, Television
7402	Assistant Conference Coordinator
7123	Assistant Herd Manager
8028	Assistant Public Information Officer
5110	Assistant Superintendent, Grounds
7281	Compensation Specialist
1131	Computer Programmer
3032	Consultant Dietitian
8020	Coordinator, Extension Programs
8141	Coordinator, Laboratory Animal Resources
8027	Coordinator, Statistical Lab
8021	Extension Specialist
7263	Financial Coordinator
7803	Food Service Coordinator
7242	Grants and Contracts Officer
8144	International Education Specialist
7380	Librarian, Computing Services
8030	Maintenance Coordinator
7554	Nurse-Anesthetist
9221	Payroll Specialist
7534	Placement Counselor
8019	Promotions Specialist
8023	Proposal Development Editor

8012	Publications Editor
8022	Publications Production Specialist
1431	Publications Specialist
7260	Purchasing Specialist
8031	Recreation Programs Specialist
4506	Registrar's Assistant
8002	Senior Academic Advisor
7586	Senior Agriculturist
8202	Service Programs Specialist
7569	Spectrographic Analyst
7231	Staff Auditor
1128	Student Data Operations Specialist
8016	Student Employment Specialist

RANGE 3

Occupational Code	Title
8006	Administrative Associate
8209	Agronomic Budget Specialist
7277	Assistant Manager, University Printing Services
8038	Broadcast Coordinator
8200	Child Care Training Specialist
6203	Construction Engineer Specialist
8034	Coordinator, Audio-Visual Services
7325	Coordinator, Electronics Shop
8048	Coordinator, Financial Aids
8033	Coordinator, Graphics
8143	Coordinator, Health & Fitness Center
8206	Coordinator, Posse Programs
7262	Coordinator, Property and Inventory Control
8040	Coordinator, Records Management
8032	Coordinator, Resource Institute
8142	Coordinator, Student Recruitment & Minority Programs
8135	Coordinator, Vocational-Rehabilitation Information
8204	Cost/Return Analyst
7528	Counselor
7043	Creamery Superintendent
8203	Curriculum Development Specialist
8201	Equipment Manager
7294	Fire Service Training Specialist
8181	Freshman Services Counselor
7124	Herd Manager
7229	Indirect Cost Specialist
7392	Institutional Research Analyst
3088	Meat Laboratory Supervisor
8037	Media Services Specialist
7259	Purchasing Coordinator
6044	Radio Engineer
7568	Radiologic Technologist

8182	Research Equipment Specialist
7702	Sports Information Officer
7546	Student Programs Coordinator
3517	Superintendent, Custodial Services
8041	Superintendent, Painting Services
8137	Systems Analyst/Programmer
6045	Television Engineer
7527	University Representative

RANGE 4

Occupational Code	Title
7471	Agriculture Association Officer
5209	Aircraft Pilot
7567	Analytical Toxicologist
8061	Annuity Program Advisor
7207	Assistant Bursar
	Assistant Coordinator, Sports Health, Safety and Equipment
8195	
1725	Assistant Dean, Student Affairs
	Assistant Director, Independent and Correspondence Study
7406	
4623	Assistant Manager, Bookstore
8062	Assistant Manager, Student Activities
8024	Assistant Project Engineer
7403	Conference Coordinator
8003	Coordinator, Academic Services
8035	Coordinator, Audio-Visual Technical Services
8190	Coordinator, Computer Accounting Services
	Coordinator, DETA Cooperative Education Program
8049	
8050	Coordinator, DETA Extension Programs
8180	Coordinator, Historical Preservation Survey
7820	Coordinator, Intramural Sports
7557	Coordinator, Nursing Services
7822	Coordinator, Recreation Programs
7757	Coordinator, Residence Halls Programming
7756	Coordinator, Residence Life
7821	Coordinator, Sports Activities
7280	Coordinator, Staff Benefits
7539	Coordinator, Veterans Affairs
8058	Coordinator, Veterinary Medicine Admissions
7214	Field Coordinator
8017	Fiscal Officer
7806	Food Production Coordinator
7286	Manager, Central Mailing
8054	Manager, Farm, Feed and Services
8055	Manager, Feed Plant Operations
7560	Manager, Pathology Lab
8036	Manager, Photo Services

8059	Manager, Veterinary Medicine Research Labs
7425	Public Information Officer
8053	Public Service Specialist
8115	Reports Analyst
7237	Senior Accountant
8052	Senior Coordinator, Extension Programs
7804	Senior Food Service Coordinator
7234	Senior Staff Auditor
7224	Serials Cataloger/Project Coordinator
7583	Staff Engineer
8051	Staff Psychologist
8056	Station Superintendent
8045	Superintendent, Carpentry Services
8044	Superintendent, Electrical Services
8043	Superintendent, Heating, Ventilating, and Air Conditioning Services
8042	Superintendent, Mechanical Maintenance Services
5089	Superintendent, Water Plant
7264	Supervisor, Duplicating Services
8207	Supervisor, Systems Operations
8138	Systems Analyst
7430	Television Producer/Director
8060	University Budget Analyst

RANGE 5

Occupational Code	Title
7238	Accounting Supervisor
8008	Administrative Officer
8126	Administrative Programs Director
7531	Advisor, International Students
7399	Assistant Director, Audio Visual Center
8075	Assistant Director, Business and Economic Research
8066	Assistant Director, College of Business Extension
8097	Assistant Director, Financial Aids
8092	Assistant Director, High School and College Relations
8094	Assistant Director, Purchasing
8091	Assistant Director, University Placement Services
7364	Assistant Supervisor, Administrative Systems Production Services
1727	Assistant to the Dean
1799	Assistant to the Vice President
7365	Assistant Supervisor, Administrative Systems Support Services
8208	Associate Bursar

Associate Director, College of Home Economics
 8068 Extension
 7537 Athletic Counselor
 7291 Captain, OSU Security
 8096 Career Counselor
 7426 Chief Television Engineer
 8089 Coordinator, Agricultural Publications
 7265 Coordinator, Printing Productions
 8082 Coordinator, Proposal Development
 8083 Coordinator, Technical Support Development
 8029 EDP Auditor
 8047 Energy Management Coordinator
 8194 Environmental Hazards Coordinator
 8080 Extension Engineer
 7458 Manager, Bookstore
 8088 Manager, Bureau of Tests and Measurements
 7504 Manager, Farm Building Information Service
 7598 Manager, Farm Research Lab
 7275 Manager, Flight Service
 7558 Manager, Hospital Lab and X-Ray
 7597 Manager, Instrument and Maintenance Shops
 7284 Manager, Lake Resources
 7288 Manager, Motor Vehicle Service Station
 7415 Manager, O'Collegian
 8093 Manager, Payroll Processing
 7435 Manager, Radio Station
 7595 Manager, Research Instrument Shop
 7758 Manager, Single Student Housing Operations
 8063 Manager, Student Activities
 8101 Manager, Student Union Operations
 8100 Manager, Student Union Programs
 7405 Manager, Technical Information Services
 7802 Manager, University Food Service
 7283 Manager, Vending
 8205 Pharmacist
 7329 Plant Engineer
 7307 Project Architect
 8025 Project Engineer
 8084 Research Engineer
 8208 Senior Assistant Bursar
 8039 Senior Broadcast Coordinator
 8015 Senior Financial Coordinator
 7393 Senior Institutional Research Analyst
 8013 Senior Publications Editor
 8057 Senior Station Superintendent
 8139 Senior Systems Analyst
 8064 Senior Television Producer/Director
 8095 Student Services Coordinator
 7292 Superintendent, Fire and Safety

5111	Superintendent, Grounds and Labor
7345	Superintendent, Maintenance
5095	Superintendent, Power Plant
7469	Supervisor, Architecture Extension
7313	Supervisor, Drafting Service
8099	Supervisor, Financial Aids Programs
8098	Supervisor, Financial Aids Services
8136	Supervisor, Financial Audits
7409	Supervisor, Fire Protection Publications
7296	Supervisor, Fire Service Training
7590	Supervisor, Research Support Services
7481	Supervisor, Technology Extension
8065	Supervisor, Television Art
7600	Survey Entomologist

RANGE 6

Occupational Code	Title
8196	Annual Gift Program Director
7227	Assistant Comptroller
7206	Assistant Director, Admissions
8090	Assistant Director, Agriculture Information
8132	Assistant Director, Alumni Relations
8077	Assistant Director, Arts & Sciences Research
7824	Assistant Director, Colvin Center
7522	Assistant Director, Counseling Services
8086	Assistant Director, Electronics Lab
8076	Assistant Director, Engineering Research
8067	Assistant Director, DETA Extension
8102	Assistant Director, Institutional Research
8116	Assistant Director, Internal Audits
7823	Assistant Director, Programs
7759	Assistant Director, Single Student Housing
	Assistant Director, Student Services
8121	Maintenance
7809	Assistant Director, University Food Service
	Assistant Director, University Personnel
8110	Services
7204	Assistant Registrar
7216	Assistant University Budget Director
7219	Assistant University Business Manager
1722	Associate Dean, Student Affairs
8197	Athletic Gift Program Director
8185	Athletic Promotions Director
7208	Bursar
7239	Chief Accountant
	Coordinator, Sports Health, Safety, and
7700	Equipment
7694	Coordinator, Women's Inter-Collegiate Athletics
8198	Deferred Gift Program Director

7400	Director, Audio-Visual Center
7547	Director, Freshman Programs & Services
	Director, Grants and Contracts Financial
8109	Administration
	Director, Independent and Correspondence
7401	Studies
8108	Director, Purchasing
8199	Major Gift Program Director
7279	Manager, Administrative Services
7327	Manager, Engineering and Utilities
7587	Manager, Research Field Operations
7801	Manager, Student Union Food Service
7287	Manager, University Printing Services
8133	Managing Editor
8081	Senior Extension Engineer
8018	Senior Fiscal Officer
8026	Senior Project Engineer
8085	Senior Research Engineer
7414	Sports Information Director
	Supervisor, Administrative Systems
7374	Development Group
	Supervisor, Administrative Systems Production
7362	Services
	Supervisor, Administrative Systems
7360	Development Services
	Supervisor, Administrative Systems Support
7361	Services
7390	Supervisor, Computer Operations
7372	Supervisor, Data Base Administration
7391	Supervisor, Programming Services
8191	Supervisor, Systems Programming
8192	Supervisor, User Information

RANGE 7

Occupational Code	Title
8193	Assistant Director, Fluid Power Research Center
8112	Assistant Director, Physical Plant
8104	Director, Administrative Systems Development
7525	Director, Counseling Services
7542	Director, Financial Aids
8130	Director, High School and College Relations
	Director, Married Student Housing and Student
8122	Services Maintenance
8114	Director, OSU Security
7760	Director, Single Student Housing
8120	Director, Student Union

8105	Director, University Computer Center
7810	Director, University Food Service
8128	Director, University Placement Services
	Manager, Fire Service Training and
7293	Publications
8146	Pathologist
7550	Physician

RANGE 8

Occupational Code	Title
8123	Assistant Director, Student Health Center
1798	Assistant Vice President
1731	Dean of Student Affairs
8131	Director, Alumni Relations
7305	Director, Architectural Services
8103	Director, Computing and Information Systems
8106	Director, DETA Extension
8117	Director, Internal Audits
8118	Director, International Programs
8127	Director, OSU Foundation
8113	Director, Physical Plant
8134	Director, Public Information
8124	Director, Student Health Center
8129	Director, University Extension
8111	Director, University Personnel Services
7203	Registrar and Director of Admissions
7217	University Budget Director
7218	University Business Manager
7215	University Comptroller

III. APPENDICES

APPENDIX I

STANDARD FOR DETERMINING ADMINISTRATIVE AND PROFESSIONAL STATUS

Executive Exemption

A. Short Test

- (1) Is the employee earning a salary of _____ or more per week (____ yr.)?
Yes ____ No ____
- (2) Is his or her primary duty the management or direction of a college, division or department of the University and does it include the regular direction or supervision of the work of two or more full-time equivalent employees?
Yes ____ No ____

If the above two questions are answered "yes," then the employee is exempt. If not, the general test must be used.

B. General Test

- (1) Is the employee earning a salary of at least _____ to _____ per week (____ to ____ yr.)?
Yes ____ No ____
- (2) Is the employee's primary duty the management or direction of a college, division, department of the University?
Yes ____ No ____
- (3) Does the employee customarily and regularly direct the work of two or more full-time equivalent employees in the college, division or department?
Yes ____ No ____
- (4) Does the employee have the authority to hire or fire other employees, or are his or her suggestions and recommendations as to hiring or firing, and as to the advancement and promotion or any other change of status of other employees, given particular weight?
Yes ____ No ____
- (5) Does the employee customarily and regularly exercise discretionary powers?
Yes ____ No ____
- (6) Does the employee devote 80% or more of his or her hours of work to activities which are directly and closely related to managerial duties?
Yes ____ No ____

If all of the above questions are answered "yes," the employee is exempt as an executive. One or more "no" answers requires further review conducted by the Office of University Personnel Services.

Supervisor's signature

Date

Dean's or Director's signature

Date

Definition of Terms Used in Determining Administrative and Professional Status

- (1) The term "direction" means a position incumbent receives communications about jobs, tasks, or functions to be performed in the future rather than feedback or evaluation of jobs, tasks, or functions already accomplished. More specifically; direction means initial assignment of a task or blocks of work and includes receiving periodic communication about how to perform a task and changes in an assignment.
- (2) The term "supervision" is defined as the responsibility of directing, overseeing or having others execute particular programs or services that contribute to the goals or objectives of the administrative unit. Typical activities of supervision include:
 - (a) Hiring, firing, promoting, or demoting employees or recommending the same
 - (b) training employees
 - (c) planning, distributing and scheduling the unit's workload
 - (d) evaluating or disciplining an employee's performance or recommending the same
- (3) To be engaged in "work directly related to management policies or business operations," and employee must:
 - (a) direct, execute, supervise, or coordinate the activities or affairs or personnel within a college, division, or department of the University. The individual will be held accountable for the results achieved by the college, division, or department. The results contribute in large part to the overall goals and objectives accomplished by the larger college, division or department
 - (b) supervise or direct two or more full-time equivalent employees
 - (c) devotes no more than 40% of his or her work hours to routine tasks and activities unrelated to the duties required by points (a) and (b)

Duties which are considered managerial include interviewing, selecting and training employees; setting and adjusting pay rates and work hours; directing work; keeping records of subordinates for use in supervision; evaluating employee's efficiency and productivity; handling employee complaints; disciplining employees planning work; determining work methods or techniques; distributing work; deciding on type of materials or supplies to be used; controlling the flow and distribution of materials and information.

STANDARD FOR DETERMINING ADMINISTRATIVE AND PROFESSIONAL STATUS

Administrative Exemption

A. Short Test

- (1) Is the employee earning a salary of _____ or more per week (_____ yr.)?
Yes _____ No _____
- (2) Does his or her primary duty consist of the performance of office or non-manual work requiring the exercise of discretion and independent judgment directly related to management policies or general business operations of the University?
Yes _____ No _____

If the above two questions are answered "yes," then the employee is exempt. If not, the general test must be used.

B. General Test

- (1) Is the employee earning a salary of at least _____ to _____ per week (_____ to _____ yr.)?
Yes _____ No _____
- (2) Does the employee's primary duty consist of the performance of office or non-manual work directly related to management policies or general business operations of the University?
Yes _____ No _____
- (3) Does the employee customarily and regularly exercise discretion and independent judgment?
- (4) Does the employee regularly and directly assist an executive or administrative employee, or perform, under only general supervision, work along specialized or technical lines requiring special training, experience or knowledge or execute special assignments under only general supervision?
Yes _____ No _____

If the answer to the above question is "yes," name the specialized or technical line, or the type of special assignments.

- (5) Does the employee devote more than 60% of his or her hours of work in the work week to activities which are directly and closely related in his or her administrative duties?
Yes _____ No _____

Supervisor's signature Date

Dean's or Directors's signature Date

STANDARD FOR DETERMINING ADMINISTRATIVE AND PROFESSIONAL STATUS
Professional Exemption

A. Short Test

- (1) Is the employee earning a salary of _____ or more per week (_____ yr.)?
Yes _____ No _____
- (2) Does the employee's primary duty consist of the performance of work either requiring knowledge of an advanced type in a field of science, or learning which includes work requiring invention, imagination or talent in a recognized field of artistic endeavor?
Yes _____ No _____

If the above two questions are answered "yes," the employee is exempt; if not, the general test must be used.

B. General Test

- (1) Is the employee earning a salary of at least _____ to _____ per week (_____ to _____ yr.)?
Yes _____ No _____
- (2) Does either the employee's primary duty or the highest level of knowledge, learning, or credentials mandatory for employment and retention consist of or relate to either of the following:
- (a) The performance of work requiring knowledge of an advanced type in a field of science or learning customarily acquired by a prolonged course of specialized intellectual insnstruction and study, as distinguished from a general academic education, an apprenticeship, or training in the performance of routine mental, manual or physical processes? or
 - (b) The performance of work which is original and creative in character in a recognized field of artistic endeavor (as opposed to work which can be produced by a person endowed with general manual or intellectual training) and the result of which depends primarily on the invention, imagination or talent of the employee? Yes _____ No _____
- (3) Does the employee customarily and regularly exercise discretion and independent judgment?
Yes _____ No _____
- (4) Is the employee's work predominanatly intellectual and varied in character (as opposed to routine mental, manual, mechanical, or physical work) and of such character that the output produced or the result accomplished cannot be standardized in relation to a given period of time?
Yes _____ No _____

If all of the above questions are answered "yes," the employee is exempt as a professional employee. One or more "no" answers requires further review conducted by the Office of University Personnel Services.

Supervisor's signature

Date

Dean's or Director's signature

Date

APPENDIX II

INSTRUCTIONS FOR COMPLETING
THE ADMINISTRATIVE AND PROFESSIONAL
QUESTIONNAIRE

PURPOSE

The purpose of this questionnaire is to obtain from you an accurate picture of the duties and responsibilities assigned to your current position. This questionnaire is not intended to evaluate you or your performance.

INSTRUCTIONS

1. This questionnaire is important. You should allocate some time to this project in which you can review the questionnaire in detail and organize your thoughts and responses to the questions.
2. Each question must be completed. Each answer should be accurate and in significant detail so that others outside your department can understand your response. In cases where there are multiple choice answers, please select the one answer that best describes your situation.
3. Whenever you need more room to complete your answer, please add additional sheets. Please number those sheets to correspond with the particular question.
4. If you have any questions regarding how to complete the questionnaire, please contact your immediate supervisor, department head, or call one of your division's representatives to the Advisory or Steering Committees.
5. Please complete the questionnaire and give it to your immediate supervisor.

April 5, 1979

OKLAHOMA STATE UNIVERSITY
ADMINISTRATIVE/PROFESSIONAL
POSITION QUESTIONNAIRE

Personnel Position
number

NAME _____ DATE _____

PRESENT
POSITION TITLE _____ LOCATION _____

DEPARTMENT _____

LENGTH OF TIME: With OSU _____ Years _____ Months

In Present Position _____ Years _____ Months

I. JOB CONTENT

1. List the four major responsibilities of your position and give the percentage of your time that is devoted to each. The percentage need not total 100. Underneath each major responsibility, list the specific job duties performed, giving emphasis to the important and difficult aspects of the work. Attempt to write the duties so that a person outside the department will be able to understand the job.

MAJOR RESPONSIBILITY I:

% OF TIME
DEVOTED

_____	_____
_____	_____
_____	_____
_____	_____

SPECIFIC JOB DUTIES RELATED TO MAJOR RESPONSIBILITY I: (Put each duty on a separate line.)

MAJOR RESPONSIBILITY II:

% OF TIME
DEVOTED

SPECIFIC JOB DUTIES RELATED TO MAJOR RESPONSIBILITY II: (Put each duty on a separate line.)

MAJOR RESPONSIBILITY III:

% OF TIME
DEVOTED

SPECIFIC JOB DUTIES RELATED TO MAJOR RESPONSIBILITY III: (Put each duty on a separate line.)

MAJOR RESPONSIBILITY IV:

% OF TIME
DEVOTED

SPECIFIC JOB DUTIES RELATED TO MAJOR RESPONSIBILITY IV: (Put each duty on a separate line.)

2. Most jobs have guidelines which are either internally or externally imposed. Select the statement that best describes how guidelines constrain your independence of action within this position.

Note: Policies and procedures, task guides, established rules or instructions or precedents are defined as specific operating guidelines developed by one's own department, recommended by one's own department but approved by others, or the guidelines can be broader operating policies and procedures. Included within the definition of guidelines are the Board of Regents Policy, State Budget Office Guidelines, Purchasing Policies and Procedures, etc.

- a) Assigned extended multiple work assignments or projects within framework of prescribed procedures. May be checked for proper procedure at intervals, but accuracy is usually assumed.
- b) Administers policies and procedures, usually within a functional area of the University. Has latitude for independent action and is evaluated on intermediate-term results of actions.
- c) Assigned specific projects, with specific administrative guidance concerning procedures to be used. Usually checked for progress toward completion.
- d) (This question continued on page 4.)

2. (continued)

- d) Develops administrative procedures, usually for a functional area of the University, and recommends University Policies. Has considerable latitude for independent action and is evaluated on long-term results of actions.

Please relate the above answer to your specific position by giving examples of the guidelines and how these guidelines impact on your action.

3. In handling difficult tasks, from whom and how often can this position obtain authoritative assistance?

4. The majority of time in most positions will be spent dealing with problems that have been identified and for which solutions are known through precedent, policy or experience.

Please indicate the per cent of time you spend in each of the following situations and give examples of each

JOB SITUATION	% OF TIME SPENT	PLEASE GIVE EXAMPLES OF YOUR WORK THAT SUPPORT THIS ANSWER
a) Multiple but similar tasks are performed; work may be directed by supervisor but in absence of supervision the results of the tasks may be guided by precedent or policy.		a) <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
b) Problems and/or projects that require an innovative approach; solutions require the assimilation of a variety of techniques, information, or models.		b) <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
c) Problems and/or projects of an abstract, unformulated nature which require imaginative approaches and require the development of new or novel applications of current knowledge. Guidance and counsel are seldom available within the University and precedent is usually lacking.		c) <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
	<hr/> <hr/> 100%	

5.1 How often does this position normally require collecting and analyzing information from several sources in order to solve problems?

Note: For purposes of this question, "frequently" is defined as 2/3 or more of the decision-making effort; "occasionally" as 1/3 to 2/3 of the decision-making effort; and "rarely" as less than 1/3 of the decision-making effort.

- a) frequently
- b) occasionally
- c) rarely
- d) not a job requirement

5.2 How often does this position normally require the selection and use of explicit theories or models in solving problems and making recommendations?

- a) frequently
- b) occasionally
- c) rarely
- d) not a job requirement

Please support your answer with specific examples.

6.1 In what manner are you given direction in carrying out your major responsibilities?

Note: Select the answer that most nearly fits your situation.

- a) Task by task, daily, weekly, or monthly
- b) Several tasks at a time requiring from one-to-six-months duration
- c) Significant block of work and/or projects which can be accomplished in less than a year
- d) Projects and/or blocks of work which can be accomplished in a year or more

6.2 At what interval is your project checked?

- a) daily
- b) weekly
- c) monthly
- d) quarterly
- e) semi-annually
- f) annually

6.3 How and by whom is your progress checked?

7.1 How many employees are under your general supervision?

Note: Please complete both columns below.

	TOTAL NO. OF EMPLOYEES	NO. OF FULL-TIME EQUIVALENT EMPLOYEES
A&P		
Classified		
Student		

7.2 Of those counted in the above question (7.1), how many employees report directly to you?

Note: Please complete both columns below.

	TOTAL NO. OF EMPLOYEES	NO. OF FULL-TIME EQUIVALENT EMPLOYEES
A&P		
Classified		
Student		

8. What equipment are you required to operate to carry out the day-to-day tasks of this position?

9. In this position, are you directly responsible for meeting deadlines?

Yes No

If yes, please describe these deadlines.

II. ACCOUNTABILITY

10. Referring to your Major Responsibilities on pages one and two, the carrying out of each is subject to error. Are these errors readily detectable and what are the effect of such errors?

11. Specific responsibilities relating to organization and personnel matters are listed below. For each activity which is a part of this position, indicate the degree of authority, as defined, by placing the number 1, 2, 3 or 4 in the space provided. The statements refer only to this position's organizational unit. Leave degree of authority blank if the statement does not apply to this position.

- (KEY) (1) Present recommendations for supervisor's review and approval. Develop fully after approval is received.
- (2) Develop approach or course of action fully to point of implementation. Check with supervisor before implementation.
- (3) Full authority to act without checking, but inform supervisor of action taken.
- (4) Full authority to act without consulting supervisor before or after taking action.

_____ Increasing number of positions in work force	_____ Salary adjustments
_____ Defining job content	_____ Promoting personnel
_____ Changing reporting relationships	_____ Delegating responsibilities
_____ Planning work of subordinates	_____ Disciplining personnel
_____ Hiring and terminating personnel	_____ Develop budget recommendations
_____ Authorizing expenditures	_____ Approve budget requests from the departments
	_____ Maintaining and securing equipment

Additional Comments:

12. Tell how decisions of this position and results of the position's work impact on the division and/or the University as a whole.

13. How does this position affect the development of the University's long-range plans?
- a) Recommendations have controlling influence on planning for the entire University.
 - b) Recommendations may have significant influence on planning for the entire University.
 - c) Recommendations have some influence on the planning for the entire University.
 - d) Does not apply to this position.

Please explain your answer and give an example.

14. Is this position responsible for handling confidential information?

Yes No

If yes, please explain the nature of the information and the nature of the confidentiality.

III. MINIMUM QUALIFICATIONS

15. What is the minimum number of years of formal education that is required for a person to successfully carry out the duties and responsibilities of the position?

Years	9,10,11,12	13,14,15,16	17,18	19,20+
	High School	Two-Year Post-Secondary Certificate or Bachelors Degree in field of current work	Masters	Doctorate

16.1 Indicate the type and amount of work experience, in addition to the above required education, necessary for a person entering this position.

Type of Experience

Minimum Amount of Time Necessary

16.2 During this experience, does the employee obtain work skills which are necessary for the performance of this job; if so, describe the type of skills, i.e., producing and editing television film, writing computer programs.

17. Does this position require specific licensing or certification as an entry requirement? (examples are Professional Engineers, Lawyers, Registered Nurses, Medical Technologists or Certified Public Accountants.)

Note: Certification means an individual has successfully met a series of well-defined requirements as promulgated by a federal or state agency or professional and trade organizations.

Yes No

If you answered yes, please describe requirement briefly:

IV. INTERNAL AND EXTERNAL RELATIONSHIPS

18. Describe the level, purpose, and frequency of personal contacts this position requires you to have with those outside of your own immediate office. Indicate frequency as either "daily," "weekly," "monthly," or "infrequently."

Contact Within The University	Purpose	Frequency
Students		
President; Vice Presidents; Deans		
Heads of major departments; Departmental Chairpersons; Faculty and Staff in other departments		

Contact Outside The University such as State and Federal Agencies, Alumni and Donors, Business and Industry, and Other Publics including Parents, Applicants, etc.	Purpose	Frequency

V. ENVIRONMENTAL CONDITIONS

19. Do the tasks, listed on page one of this questionnaire, require travel outside the Payne County area? If so, please explain the purpose and frequency of such travel.

20. Do the tasks, listed on page one of this questionnaire, require you to work times other than Monday through Friday, 8 a.m. until 5 p.m.? If so, please explain the purpose and the frequency of this irregularity.

21. Does this job require exposure to physical danger? If so, please explain.

22. Does this job require exposure to unpleasant conditions, i.e., noise, dust, fumes, waste materials? If so, please explain.

GENERAL COMMENTS

23. Are there additional aspects or comments about your job that you feel appropriate that have not been covered in this questionnaire? If so, please list them in this section.

SUPERVISOR'S COMMENTS

Please review this questionnaire in detail, since you may have a different perspective of the position as described by the incumbent.

Question Number

Comments

*5.2	
*13	
*15	
*16.1	
*16.2	

I have discussed these changes with the position's incumbent:

Yes No

Signature

Date

*Please comment specifically on the individual's answers to these questions.

DEAN'S OR DIRECTOR'S COMMENTS

Please review this questionnaire in detail, since you may have a different perspective of the position as described by the incumbent and supervisor.

Question Number	Comments
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<hr/>	<hr/>
<hr/>	<hr/>

Signature

Date

VICE PRESIDENT'S COMMENTS

Please review this questionnaire in detail, since you may have a different perspective of the position as described by the incumbent, supervisor, and Dean of Director.

Question Number	Comments
_____	_____
_____	_____
_____	_____
_____	_____
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_____	_____
_____	_____
_____	_____

Signature

Date

Table VI

DOLLARS REQUIRED TO RAISE

A & P TO MINIMUM OF PAY GRADE

<u>DOLLARS</u>		<u>NO. PEOPLE</u>
Zero	- - - - -	248
0 - 499	- - - - -	28
500 - 999	- - - - -	30
1000 - 1499	- - - - -	28
1500 - 1999	- - - - -	36
2000 - 2499	- - - - -	21
2500 - 2999	- - - - -	12
3000 - 3999	- - - - -	10
4000 - 4999	- - - - -	12
Vacancies	- - - - -	63
		<hr/>
Totals		488

VITA

William Evan Goodwin

Candidate for the Degree of

Master of Business Administration

Report: THE DEVELOPMENT OF A FORMALIZED CLASSIFICATION AND COMPENSATION PROGRAM FOR ADMINISTRATIVE AND PROFESSIONAL EMPLOYEES AT OKLAHOMA STATE UNIVERSITY

Major Field: Business Administration

Biographical:

Personal Data: Born in Tulsa, Oklahoma, October 11, 1946, the son of Orville G. and Lois Goodwin.

Education: Graduate from Nathan Hale High School, Tulsa, Oklahoma, May 1964, received the Bachelor of Art degree from Graceland College, Lamoni, Iowa with a major in Business Administration Economics, May 1968; completed requirements for the Master of Business Administration degree at Oklahoma State University, December 1985.

Professional Experience: Assistant Director of Personnel, Oklahoma State University, 1975-1985. Director of Personnel, University of Tulsa, 1985-Present.