Upon the implementation of the 2012 Compensation Study some employees may question the outcome of the study with regard to their particular situation. A concerns process has been established that will permit an employee to seek reconsideration of his/her compensation study outcome. The respective SLT member and HR compensation team known as the CSC (The Compensation Study Committee) will review the concern provided the request meets certain job related criteria and discuss it with the appropriate leadership chain.

The objective of classifying a position is to determine job content and its relative placement in the organization. A job’s title and description is based upon the duties and responsibilities of the position, not the characteristics of the individual holding the position. Concerns will not be considered if based on seniority, qualifications of the individual incumbent, anticipated future job assignments, job performance, salary within the salary range, or an increase in the volume of work.

- **Seniority:** A concern will not be considered if it is based on the employee’s length of service with SJCD.
- **Qualifications of the individual incumbent:** A concern will not be considered if it is based upon the employee’s qualifications. A job assignment is based upon the qualifications required to perform the duties and responsibilities of the job which may differ from qualifications of the incumbent. For example, a bachelor’s degree is not needed for many jobs yet individual employees within the job may hold a bachelor’s degree.
- **Anticipated future job responsibilities:** A concern must be based upon the responsibilities of the position in the present state, not responsibilities that may occur in the future.
- **Job Performance:** The performance of the incumbent is not considered in the classification process nor are personality traits (loyal, dedicated, hardworking) and, as such, cannot be considered in an concern. A job assignment is based upon the content of the position not the characteristics of the individual holding the position.
- **Salary within a salary range:** A concern will not be considered based upon the fact that an individual’s salary is close to the maximum of a salary range or the relative position of the salary within the assigned salary range. Differentiated compensation/merit increases are not restricted by the maximum of the salary range.
- **Increase in the volume of work:** A concern will not be considered if it is based on the volume of work rather than the level of responsibilities and complexity of the work.
All employees who wish to raise a concern must adhere to the following process:

- The employee must complete the “Concerns Process Form” and meet with his/her immediate leader to review current job responsibilities and the reason for the concern. The immediate leader should add comments, as appropriate, sign the form and forward it to the next level of leadership, who should review and forward to Shanna Dement in Human Resources.

- The form must be received in Human Resources no later than May 25, 2012

The Compensation Study Committee will then engage in a process to review all information concerning the position.

- The CSC will review the Concern Process Form as submitted.

- The CSC will review all supporting documentation including the original job questionnaire and any additional information submitted to Shanna Dement by the employee or the employee’s supervisor.

- The CSC will either meet with the employee in person or via conference call to review their concern.

- The SLT member will notify the employee and the employee’s supervisor of its decision in writing via email as soon as administratively possible. The effective date for any change in status will be stated in the decision.

This process serves as a modified concern. The reason for this modified process is due to the fact that the SLT members, while they requested input from their leaders down the line, were ultimately responsible for the final salary action and titling decisions for the employees in their reporting chain. The decision of the SLT member acting as designee for the Chancellor will be final.