



## Career Ladders

A process to formally develop a staff employee to a higher level of job responsibility within his/her current position. The Career Ladder is a department-driven process, with three basic preconditions:

The department must have a genuine business need for the higher level work

The target position classification must be available for Career Ladders

The employee must both be interested in the higher level work and be able to demonstrate the potential to perform it successfully.

There are three types of Career Ladders: 1) Pre-Defined Career Ladder, 2) Vertical Career Ladder and 3) In-Range Career Ladder.

*“Compensation  
Tools can be used  
to recognize  
organizational  
change and reward  
employees”*

## Reclassifications

Reclassification of a position occurs if HR/Compensation determines key duties and responsibilities of the employee's current position are demonstrably and significantly inconsistent with his/her current position classification. To be considered for reclassification, the employee must have been performing duties outside of the scope of their existing job for several months.

To initiate a reclassification a **Position Review Questionnaire (PRQ) Form** must be completed by the employee and manager. Additional documentation includes a current and proposed organizational chart, a justification memo and documented evidence that the employee meets the minimum requirements of the new title. Appropriate approvals are required prior to processing by HR.

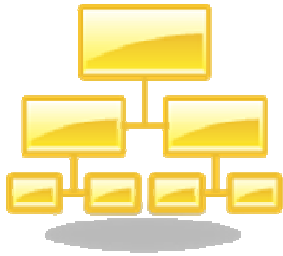


## In-Range Adjustments

If HR/Compensation determines that 1) an Employee has assumed additional, higher level duties that are now currently included in his/her assigned job description and 2) the new duties are not extensive enough to warrant a full reclassification, then an “in-range adjustment” maybe appropriate to compensate for the additional duties being performed.

The typical in-range adjustment ranges between 3% and 7% of salary. Consider whether this should be an on-going or a temporary adjustment. To initiate an In-Range Adjustment the department must submit a memo to HR with appropriate approvals outlining how the employee's job duties have increased beyond his/her current classification.

# Departmental Reorganizations



A reorganization consists of an overall review of a department's internal structure and recommendations to increase efficiencies. Reasons to reorganize may include: growth (additional funding, expansion of services or geographical coverage, etc.), reduction in size (reduced funding, cost cutting initiatives, reduction in services or geographical coverage, elimination of processes, etc.), change in leadership (resulting in a change of the department's strategic direction) or a change in compliance/reporting requirements, among others. In other words, a reorganization can be a proactive way to respond to the evolving business needs of a unit when the change impacts more than one position.

***"When utilizing Compensation Tools always consider budget constraints, individual performance and internal equity".***

Coming up!

## Mass Salary Update (MSU)

Each year, following the legislative session, the Board of Regents makes a determination regarding any additional salary allocations (normally associated with a Cost of Living Increase) for UNM Staff. The process of allocating the approved across the board increase to eligible UNM Staff is referred to as Mass Salary Update (MSU). If any increases are approved by the Board of Regents for FY 2015, departments will be required to input those adjustments via Salary Planner. HR Compensation will issue eligibility guidelines and processing information this Spring. For updates, please visit us at <http://hr.unm.edu/>.

Salary adjustments to positions represented by a labor union are contingent on the outcome of union negotiations.

Coming up!

## MSU Exceptions

On occasion, departments may need to address specific compensation concerns such as retention of an employee in a market critical position, salary compression, exceptional performance, etc. With approval from the appropriate executive (Executive Vice President/Provost/HSC Chancellor) the exceptions process may be utilized to adjust pay. Colleges/Divisions may establish internal processes that must be followed prior to accepting an Exception Request. Please consult with the appropriate administrator regarding any division specific guidelines. You can also seek advice from your Client Services consultant for HR related questions.

