

Chapter 16 – POSITION MANAGEMENT & CLASSIFICATION

SECTION 1. POLICY

It is the policy of the Nation to pay its employees equal pay for equal work and responsibility. To accomplish this end, the Nation through its Human Resource Office shall adopt and implement a formal position or job classification process or system. The classification process adopted will be formatted or based on generally accepted personnel management principles and methods. The classification process allows pay rate for all Nation employees to be based on, or commensurate with, the work to be performed, duties and responsibilities, skills required, and quality of performance required within the class assigned.

SECTION 2. FUNDAMENTAL PRINCIPLES

The position classification adopted by the Nation, as a minimum, is based on these fundamental principles:

- There should be equal pay for equal work.
- Differences in pay should be based on substantial differences in difficulty, responsibility and qualifications required.

Under the Nation classification system, individual positions are to be classified to an occupational group. The group is assigned an appropriate grade which has a salary range approved under the JS pay system, approved by the Jicarilla Apache Nation Legislative Council.

The classification of all positions shall consist of the position title, grade, and pay plan. Classification decisions, made by the Human Resource Office, will be based on the following (classification factors):

- Nature and variety of the work
- Difficulty of the work
- Authority and responsibility exercised
- Extent of supervisory controls of the work
- Qualifications required to do the work

SECTION 3. CLASSIFICATION PLAN

The Human Resource Office shall have the responsibility to develop, implement and maintain a position classification plan which assures that appropriate job-related qualifications are required and that the same equitable pay range is assigned to positions of significant similarity. The required classification plan is developed through a formal process of grouping individual positions into classes having similar duties and

responsibilities, standard minimum qualification requirements and performance requirements.

The classification plan shall include all positions in the Nation and shall be updated each year in preparation for the new budget year. The primary purpose of the classification plan is to assure that employees receive equitable compensation and to assure that each employee has a formal written description of the work to be performed.

In addition, the classification plan shall be used to provide information for recruitment; establishing selection and employment criteria; designing and implementing employee training programs; provide a framework for organizational analysis, planning, budgeting, and for controlling costs; and assure fair treatment of all employees.

SECTION 4. CLASSIFICATION PROCESS

To assure consistency in pay, job titles, job requirements and performance standards, it is necessary to classify all positions in the Nation. Classification involves the systematic arrangement of jobs or positions in the Nation into categories according to established criteria. Utilizing classification factors and a formal process of evaluation and rating, each position in the Nation is assigned to a group or category with similar requirements. Within each category there may be subcategories.

The classification process starts with the Human Resource Office conducting an inventory and/or cataloging of all positions in the Nation. When this task is completed, all positions are assigned to predetermined grade and pay levels. Classification assures employees having similar duties and responsibilities are paid and treated comparably. The classification process determines the most important aspects of a job and provides a basis for evaluating the worth of the job to the overall organization.

The classification process sets up or defines jobs that require the most responsibility, are of greatest value to the organization, and therefore have the highest pay levels. Once this is determined all other jobs fall into place relative to responsibility, value, and pay. The means of doing this reliably, so that it can be demonstrated that every job is treated fairly, is through the position classification system.

The Human Resource Office shall assure that every job is treated the same when it comes to the position classification process. Each job requires a carefully written position description, objectively evaluated according to the same set of standards, and each must have pay set by taking into consideration how much other employers pay for that type of work, as well as, how valuable the position is to the Jicarilla Nation Government.

Principles to be applied to test for fair treatment of positions shall include the following:

- Jobs that involve very similar work should be paid the same and grouped together for personnel management purposes.
- Differences in pay should be based on significant differences in the job duties, responsibilities and qualifications required.

- The process used to group jobs for common treatment and the decision to distinguish among jobs for different treatment should be objective and based on factual information.

SECTION 5. CLASSIFICATION FACTORS

The Nation classification plan groups' positions on the basis of factors that show how distinctive positions are in their duties and responsibilities, and the qualifications an employee would need to perform the work adequately.

The term "factor" is a term commonly used in the position classification process. Factors are applied as measuring devices. As used here, factors are used to determine how valuable a position is to the Nation. Using predetermined factors, the level of a position can be found by matching up a position description to that scale.

Regardless of the method or process used, the specifications for categorizing of positions shall as a minimum include evaluating factors common to most Nation positions. Factors that shall constitute the central elements of the classification process will include the following:

- Factor 1-- Type and nature of work.
- Factor 2-- Specific duties and work responsibilities.
- Factor 3-- Skills, knowledge and abilities required.
- Factor 4-- Supervision exercised/received.
- Factor 5-- Education, experience and training required.

Factor 1 above is a key component in position classification in the Nation. It defines positions by type of work. All positions within a grade level are grouped by similar levels of responsibilities and similar levels of difficulty in job duties. Nation classification plan shall as a minimum use job titles that further defines jobs by categories that include management, professional, technician, maintenance, laborer, aide, and clerical.

These factors viewed in totality shall allow for a rational basis for determining pay levels that are commensurate with the responsibilities, work requirements, and duties of each Tribal position.

SECTION 6. JOB EVALUATION

In order to have accurate, complete and current information to use in grouping positions for the classification plan, the Human Resource Office shall periodically conduct a comprehensive review of the duties, responsibilities, and other work requirements of positions in Nation. This process is an evaluation of the position, not of the employee who holds the position. The process of job evaluation not only develops information to assure that each position in the Nation is properly classified but provides a basis for changing the classification of a position if the position is not properly classified. This process also allows for corrections to be made as the work assigned to a position changes over time.

To assure that a position is properly classified, it is necessary to evaluate and rate each job against established criteria in the classification plan. A job evaluation process is a comprehensive review of the duties, responsibilities, and other work requirements of a position. It determines the qualifications and work effort that can be appropriately required of a person appointed to that position. The pay levels are most appropriately determined through the job evaluation process.

The Human Resource Office shall routinely conduct job evaluations as part of its responsibility to complete its classification plan; however, it may also perform such efforts for any of the following reasons:

- As part of a special study of all positions in a grade or pay range.
- Upon request by an employee, a supervisor, or a Director; when a new position is budgeted and requested to be filled.
- To provide information in relation to other positions or classes.

When results of a job evaluation determine that an adjustment of duties or responsibilities is necessary, that the position is inappropriately classified, or pay levels are inconsistent with similar positions, then it is necessary to act immediately to correct such matters. Corrective action may involve a promotion or demotion in which case the procedures described in appropriate parts of manual must be followed.

SECTION 7. REQUEST FOR JOB CLASSIFICATION

An employee, Executive Leadership or Court Administrator, as appropriate, may request a job evaluation or reclassification for an existing or a new position. An employee's request for classification action must be routed through the Executive Leadership or Court Administrator. The Human Resource Office shall conduct an evaluation to determine whether the position requires or warrants reclassification. When a job evaluation is determined to be warranted these specific procedures and steps shall be followed in carrying out this task:

- A. A current and accurate position description must be prepared utilizing the format and procedures described in this manual, or by obtaining samples from the Human Resource Office.
- B. Executive Leadership or Court Administrator shall formally transmit the new position description to the Human Resource Office. If the request involves the reclassification of an existing position, the formally classified position description must also be attached.
- C. The Human Resource Office will classify the position and share the preliminary results with Executive Leadership or Court Administrator to assure that there will be no adverse effects on the Department's budget allocation and other personnel.

- D. The Human Resource Office then advises the President or Trial Judge, as appropriate, of the results of the job evaluation and classification as well as budget effects.
- E. The President or Trial Judge approves or disapproves the recommendations of the Human Resource Office.
- F. The Human Resource Office formally notifies Executive Leadership or Court Administrator of the President's or Trial Judge's decision.
- G. The Human Resource Office will take appropriate action to reflect changes on employment documents for Executive Leadership, Court Administrator and obtain employee signature.

SECTION 8. POSITION DESCRIPTION

The final outcome of position classification system is an accurate and realistic description of duties, responsibilities and performance requirements. Position description is a written document that describes duties, responsibilities, authority, work environment, and the qualification requirements that can most appropriately be required of persons appointed to the position.

All positions in the Nation shall have a current position description. To assure that position description is accurate, complete and current, each employee is encouraged to regularly refer to their position description while working and to report any changes or situations which may lead to or require a formal change. The Human Resource Office, with the assistance of Executive Leadership and Court Administrator shall record changes and maintain a file of all officially approved position descriptions.

Each position description in the Nation shall, as a minimum, include the following:

- A. Job title
- B. Location of Position (Department/Office)
- C. Pay/salary
- D. Title of supervisor
- E. General duties
- F. Specific duties
- G. Responsibilities of position
- H. Education and training required
- I. Minimum qualifications
- J. Specialized qualifications
- K. Performance standards (optional)

SECTION 9. CLASSIFICATION AND GOVERNMENT EFFICIENCY

The classification plan in place will contribute to efficiency of the Nation by providing information that is useful in the areas that includes the following:

- Recruitment, selection, hiring, promotion and transfer
- Training and employee development
- Employee performance evaluation
- Organizational analysis
- Planning, budgeting and controlling cost
- Assuring fair treatment for Nation