The California State University is nearing the end of a five-year study to reclassify all information resources positions. The existing personnel classification system for IR jobs is severely outdated (1978) and does not reflect the skills needed for today’s fast-changing technology environment. In addition, the new classification series will attempt to introduce the concepts of pay for performance and skills-based compensation to information resources positions. The proposed classification series is currently being negotiated with the California State Employees Association. It is anticipated that negotiations will be successfully concluded and training for managers in the application and implementation of the new classification series can begin in first quarter, 1996.1

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Director, IT Policy and Analysis

The University of New Mexico is currently involved in a multi-year project to review and reclassify all positions, including Information Resource positions.

This project is a direct result of a comprehensive review of the University’s Human Resource policies and procedures and our current classification and compensation system. That review identified several opportunities for improvement which we hope to seize with our staff classification and compensation study.

Bill Adkins (badkins@unm.edu)
Director, Applications and Communications Support, CIRT

The University of Maryland at Baltimore, in conjunction with other University of Maryland System institutions, has been working on a long-term project to rewrite job specifications for the entire system. Library and information technology jobs are part of this project. The primary reason for the rewrite was to update descriptions for the total University, since our current descriptions are very old, and to design a pay structure that was more closely aligned to market. The new non-exempt phase will be implemented July 1, 1996.

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Director, Information Services

At Tuskegee University, we are planning a complete review of our administrative computing positions between now and the next budget submission in the spring. We are running a new hardware/software system on a Digital Alpha vs. an IBM 4381 mainframe. This, plus changes in user expectations, requires at least a rewrite of the position descriptions, moving away from traditional “programming” and “operations” toward report design, training, and consultation, and database administration. We have already reduced staffing in Operations. We don’t know yet how many people will be required in Administrative Computing. We expect the salary structure and organization to look about the same, but responsibilities will change.

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Director of Computer Services

Stephen F. Austin State University (SFASU) is a state-supported campus of 12,000 students in East Texas. The current organization for centralized computing support consists of Administrative Computing (which includes Telecommunications and Networking) and Academic Computing as separate departments reporting through separate divisions within the University. Support responsibilities have been difficult to define, with duplication of effort in some areas and other needs not being adequately addressed. Levels of service have not been entirely satisfactory.

In addition, much of the academic demand for technology support now relates to specialized needs for instruction, including production and use of multimedia resources (including World Wide Web), planning for integrated departmental and college technology environments, and development of distance education programs. The $150 million/year “superfund” for technology created in Texas by HB2128 indicates an opportunity for SFASU to further implement instructional technologies for collaborative programs with other universities, public schools, and healthcare providers, as well as with government and industry.

To address these issues, a realignment of information technology services is being implemented on campus, with centralized support provided through University Information Systems and through the Office of Instructional Technology. University Information Systems retains responsibility for administrative data processing systems, networking and telecommunications, and computer user services. The Office of Instructional Technology facilitates integration of new technologies into instruction and research through direct faculty support functions and coordination of on- and off-campus technology programs. It is important to note that Instructional Technology services are integrated with information resource technology programs originating in and supported by Steen Library.

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Director, Instructional Technology
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Director, University Information Systems

The University of Minnesota (Twin Cities), in anticipation of significant changes in how organizations define the positions and skills of those who are responsible for keeping the organization informed of all relevant external information, is looking seriously at creating a new post-baccalaureate degree in Information Access and Assessment.

CAUSE/EFFECT
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The new system reduces the number of computing classifications from over 130 to six... and reduces the number of computing pay ranges from seventeen to four."

In response to a request from the vice president for human resources, a group of computing and human resources professionals at The Ohio State University developed a new classification structure for computing positions. This structure is also intended to be a model for redeveloping all staff classifications at the University.

The general approach is an adaptation of broadbanding that has fewer, more general classifications with very broad pay bands. The new system reduces the number of computing classifications from over 130 to six: system specialist, systems manager, systems developer/engineer, senior systems manager, senior systems developer/engineer, and director, and reduces the number of computing pay ranges from seventeen to four.

The new simplified model enables unit flexibility in defining positions, in determining entry-level and continuing salaries, and in more effectively compensating for important skills and high performance. It removes human resources barriers for recruiting, developing, and retaining excellent staff.

The new classification system is only one component of a newly defined integrated Career Management approach, combining classification, compensation, and performance management to build a high-performance and adaptive organization to meet the needs of the next century.

Implementation began in autumn of 1995 and will be completed by April of 1996.

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Associate Director
University Technology Services

DePaul University has regularly reclassified jobs and positions in the IT area. The reasons are as follows:

Restructuring. As part of the original reorganization of four separate IT units into one structure, a number of positions were reclassified or redefined. Central to these activities was the creation of a larger networking staff, and the redeployment of graphic designer positions into instructional technology and courseware support positions. The division went through a second restructuring that combined one department with two others. All positions, including a managerial position, were reclassified to fit with the new structure.

Responding to the market. The rapid increase in the demands for some skills sets, particularly UNIX programming and administrative skills and client/server experience, has required the reclassification of position to respond to the need for increased salaries. Given our limited budget, the increases in one area were balanced with reclassifications downwards in other areas. Flexibility has been the key to maintaining competitiveness.

Turnover. Staff turnover has also resulted in the need to redefine and reclassify positions. Vacant senior-level positions have at times been redeployed into entry-level positions, allowing for the promotion of current staff members. In addition, vacant positions have regularly been transferred between departments to meet the varying demands for services. As the University’s priorities change, the ability to move vacant positions (and at times current staff) from one department to another is crucial to meeting expectations, especially when the overall number of staff positions has remained stable.

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