

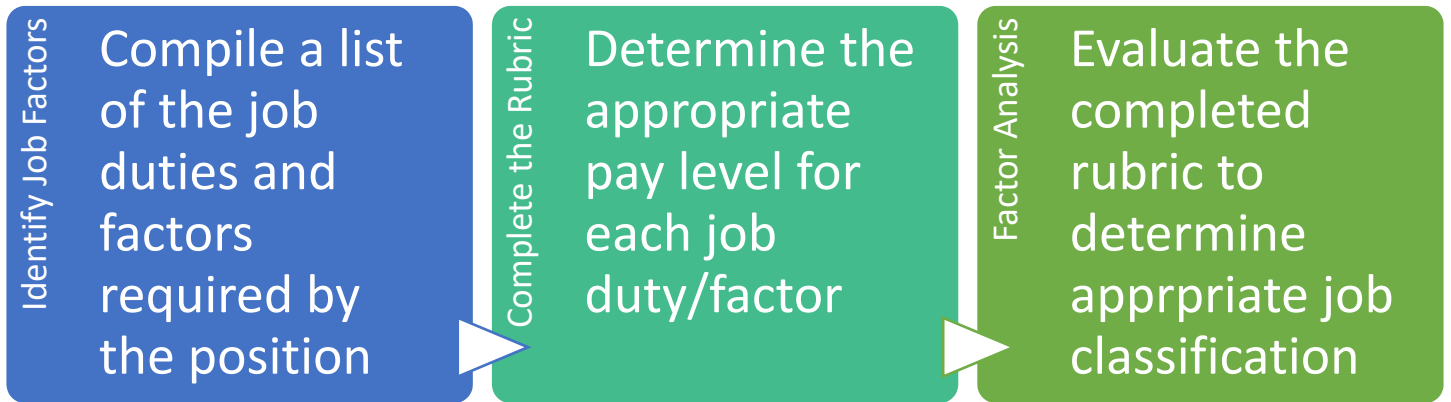


# FWS Wage Classification Guide

## Purpose:

The Office of Scholarships and Student Aid developed the Job Classification System (JCS) to assist supervisors with determining equitable compensation for Work-Study positions based on the job requirements of the position. The system differentiates among skill level, ability, prior work experience, and other job responsibilities to provide a framework by which supervisor can select a fair and appropriate compensation rate for each individual position while ensuring that wages across the university are applied in an equitable fashion. The responsibility for ensuring the process is completed correctly rests with the WS supervisor though program administration may intervene if they feel the system is being misused.

This guide seeks to assist you in selecting the correct job classification rating and wage rate. This can be done by utilizing the steps outlined in following diagram.



In the document below, you will find a helpful guide on how to determine the correct job classification group for your work-study position as well as information on how to select the appropriate wage rate.

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## Identify Job Factors

The first step in determining the correct wage rate is to determine what is being required by the position. There is a direct correlation between the difficulty of duties of the position and the amount of wages a student can receive for performing those duties. If you began creating your job recently, you should be familiar with the structure and tasks required by the position, but reading through the job description and job requirements is still an advisable process for all WS supervisors prior to beginning this process.

While reviewing your job posting take note of the job factors outlined in the table below. For the purpose of job classification, these are the most relevant items you will be assessing. As you find information regarding each factor, copy or summarize the results; you can use the table below to assist you in tracking the information.

Job Factor	Information from Job Posting
<b>Experience</b>	
<b>Previous Training</b>	
<b>Task Structure</b>	
<b>Task Responsibility</b>	
<b>Learning</b>	
<b>Supervision Structure</b>	
<b>Judgement</b>	
<b>Special Duties</b>	
<b>Job-Specific Knowledge Required</b>	
<b>Common and Job-Specific Skills</b>	
<b>Specialized Abilities</b>	
<b>Other Factors</b>	

Your job description may not include information regarding all of these factors and/or might include some other specialized factors not in the table. However this list should be representative of the majority of information contained in your job posting; if it is not, you might want to consider updating your job posting or getting help from the WS Team.

## Complete the Rubric

Once you've extracted the job factor information from your job posting, you'll use the information to complete the analysis rubric. If you are unfamiliar with rubrics, you can think of them as a series of word-based scales used for measuring qualitative data. You will be using the rubric to evaluate each of the job factors you've identified above by finding the word set in the rubric that most closely matches the information you extracted from your job posting.

For example, your job posting may have the following information

Job Factor	Information from Job Posting
<b>Experience</b>	No experience required

When evaluating the rubric, you would simply mark the corresponding option that best fits with this information like so:

<b>Experience</b>	<b>None</b>	Little or Moderate	Moderate to Substantial	Substantial to Expert
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You will want need to complete this process for all identified job factors. You can leave factors for which you did not have information blank, though you should attempt to complete as many job factors as possible.



Job Factor	Pay Level 1	Pay Level 2	Pay Level 3	Pay Level 4
<b>Experience</b>	None	Little or Moderate	Moderate to Substantial	Substantial to Expert
<b>Previous Training</b>	None or Little	Moderate	Substantial	Beyond Substantial
<b>Task Structure</b>	Simple & Routine	Mostly simple & routine	Mostly complex and/or variable	Highly complex and/or variable
<b>Task Responsibility</b>	Little responsibility	Some/shared responsibility	Mostly responsible	Primarily or totally responsible
<b>Learning</b>	Limited to simple job tasks	Some job learning requiring special instructions, information, and/or training	Substantial on-the-job learning or previous learning required	More than substantial on-the-job learning or previous learning required
<b>Supervision Structure</b>	Mostly supervised; little to no independent work	Moderate supervision; some independent work	Limited supervision; mostly independent work	Little or no direct supervision; almost exclusively independent work
<b>Judgement</b>	Limit or no judgement with approval required	Moderate judgement with approval required	Some independent judgement or significant judgement with approval required	Independent judgement regularly required
<b>Special Duties</b>	None or some tasks requiring special instruction or additional training required	Moderate or high level of tasks requiring special instruction or additional training required	Supervision, training, and/or tutoring of others	Research management, publication, instruction or special projects/activities of a significant scope
<b>Job-Specific Knowledge Required</b>	None to Limited	Moderate	Advanced	Advanced or Expert technical knowledge
<b>Common and Job-Specific Skills</b>	Mostly common; small amounts of specialized skills may be required	Approximately equal amounts of common and specialized skills required	High level of competency/fluency with at least one specialized skill	High level of competency/fluency with multiple specialized skills
<b>Specialized Abilities</b>	Few or no specialized abilities required	Moderate number of specialized abilities required	Large number of specialized abilities required	Large number of specialized abilities or rare abilities required
<b>Other Factors</b>	None or few common factors	Mostly common; possibly a few uncommon factors	Mostly uncommon; can be a large # of common factors	Mostly uncommon or very specialized factors present

Once you've completed the rubric, you'll want to count the number of factors in each group. You can use the table below to retain this information.

Count of Factors By Pay Level				



## Review the Factor Analysis

With the fully completed and analyzed rubric, you should now be able to determine the correct pay level for the position by reviewing the number of job factors in each of the pay levels. The column with the most factors is likely the appropriate pay level for the position at hand. However, in most cases, your position will likely have job factors in more than one pay level. This is entirely natural and is why each pay level consists of a salary range to provide a spectrum of options rather than a single value.

Each possible outcome from the rubric and the appropriate pay level is discussed below. Also provided are examples on determining an appropriate base wage rate that a WS supervisor might utilize for each outcome. Please keep in mind that supervisors are given a significant amount of control over the final wage rate for each position, and each wage rate is adjusted to the qualifications of the candidate at the time of hire. So, while WS supervisors should be very thorough in determining the appropriate pay level at the time of posting, you do not need to spend a lot of time estimating a specific wage rate for the position at this time.

- **All factors in one pay level**

- If all of your job factors are in one column, simply use that pay level when creating your job.
- The appropriate salary for the position is likely in the middle of the range.

	Pay Level 1	Pay Level 2	Pay Level 3	Pay Level 4
Wage Rates	\$7.25-8.30	\$8.30-10.05	\$10.05-11.80	\$11.80-13.55
Count of Factors By Pay Level		12		
			<b>Pay Level</b>	2
			<b>Estimated Base Wage Rate</b>	\$9.17

- **Most factors in one pay level with some in a secondary pay level**

- The pay level with the majority of the factors is the appropriate pay level to use when creating your job.
- The appropriate salary is at the end of the range closest to the secondary pay level

	Pay Level 1	Pay Level 2	Pay Level 3	Pay Level 4
Wage Rates	\$7.25-8.30	\$8.30-10.05	\$10.05-11.80	\$11.80-13.55
Count of Factors By Pay Level	3	9		
			<b>Pay Level</b>	2
			<b>Estimated Base Wage Rate</b>	\$8.50

- **Most factors in one pay level with some in multiple other pay levels**

- The pay level with the majority of the factors is the appropriate pay level to use when creating your job.
- The appropriate salary will be weighted toward the other columns

	Pay Level 1	Pay Level 2	Pay Level 3	Pay Level 4
Wage Rates	\$7.25-8.30	\$8.30-10.05	\$10.05-11.80	\$11.80-13.55
Count of Factors By Pay Level	3	6	3	
			<b>Pay Level</b>	2
			<b>Estimated Base Wage Rate</b>	\$9.17



	Pay Level 1	Pay Level 2	Pay Level 3	Pay Level 4
Wage Rates	\$7.25-8.30	\$8.30-10.05	\$10.05-11.80	\$11.80-13.55
Count of Factors By Pay Level	1	8	3	
<b>Pay Level</b>				2
<b>Estimated Base Wage Rate</b>				\$9.45

	Pay Level 1	Pay Level 2	Pay Level 3	Pay Level 4
Wage Rates	\$7.25-8.30	\$8.30-10.05	\$10.05-11.80	\$11.80-13.55
Count of Factors By Pay Level		9	2	1
<b>Pay Level</b>				2
<b>Estimated Base Wage Rate</b>				\$9.65

• **Split evenly between two sequential pay levels**

- The higher of the two pay levels is the appropriate pay level to use when creating your job.
- The appropriate salary will be at the very low end of this pay level.

	Pay Level 1	Pay Level 2	Pay Level 3	Pay Level 4
Wage Rates	\$7.25-8.30	\$8.30-10.05	\$10.05-11.80	\$11.80-13.55
Count of Factors By Pay Level	6	6		
<b>Pay Level</b>				2
<b>Estimated Base Wage Rate</b>				\$8.35

• **Split mostly-evenly between two sequential pay levels**

- The pay level with the majority of the factors is the appropriate pay level to use when creating your job.
- The appropriate salary will be weighted heavily toward the non-selected

	Pay Level 1	Pay Level 2	Pay Level 3	Pay Level 4
Wage Rates	\$7.25-8.30	\$8.30-10.05	\$10.05-11.80	\$11.80-13.55
Count of Factors By Pay Level	5	7		
<b>Pay Level</b>				2
<b>Estimated Base Wage Rate</b>				\$8.45

	Pay Level 1	Pay Level 2	Pay Level 3	Pay Level 4
Wage Rates	\$7.25-8.30	\$8.30-10.05	\$10.05-11.80	\$11.80-13.55
Count of Factors By Pay Level		7	5	
<b>Pay Level</b>				2
<b>Estimated Base Wage Rate</b>				\$9.70

• **Split evenly between three pay levels**

- The middle of the three pay levels is the appropriate pay level to use when creating your job.
- The appropriate salary will be at the mid-point of the pay level



	Pay Level 1	Pay Level 2	Pay Level 3	Pay Level 4
Wage Rates	\$7.25-8.30	\$8.30-10.05	\$10.05-11.80	\$11.80-13.55
Count of Factors By Pay Level	4	4	4	
<b>Pay Level</b>				<b>2</b>
<b>Estimated Base Wage Rate</b>				<b>\$9.17</b>

• **Split mostly-evenly between three pay levels**

- Begin by evaluating which pay level contains the majority of your most important of your job factors. This is the likely the appropriate wage range as this will correspond to the majority of the position’s duties.
- The appropriate salary will be weighted toward the pay level containing the second-highest level of important factors
- In the examples below, the value highlighted in **blue** contains the most important factors and the value highlighted in **grey** contains the second-most important factors.

	Pay Level 1	Pay Level 2	Pay Level 3	Pay Level 4
Wage Rates	\$7.25-8.30	\$8.30-10.05	\$10.05-11.80	\$11.80-13.55
Count of Factors By Pay Level	3	4	5	
<b>Pay Level</b>				<b>3</b>
<b>Estimated Base Wage Rate</b>				<b>\$10.40</b>

	Pay Level 1	Pay Level 2	Pay Level 3	Pay Level 4
Wage Rates	\$7.25-8.30	\$8.30-10.05	\$10.05-11.80	\$11.80-13.55
Count of Factors By Pay Level	3	4	5	
<b>Pay Level</b>				<b>3</b>
<b>Estimated Base Wage Rate</b>				<b>\$10.05</b>

	Pay Level 1	Pay Level 2	Pay Level 3	Pay Level 4
Wage Rates	\$7.25-8.30	\$8.30-10.05	\$10.05-11.80	\$11.80-13.55
Count of Factors By Pay Level	3	4	5	
<b>Pay Level</b>				<b>2</b>
<b>Estimated Base Wage Rate</b>				<b>\$9.40</b>

	Pay Level 1	Pay Level 2	Pay Level 3	Pay Level 4
Wage Rates	\$7.25-8.30	\$8.30-10.05	\$10.05-11.80	\$11.80-13.55
Count of Factors By Pay Level	3	4	5	
<b>Pay Level</b>				<b>1</b>
<b>Estimated Base Wage Rate</b>				<b>\$8.30</b>

• **Split evenly or mostly-evenly between four positions**

- Begin by recompleting your rubric analysis to ensure you obtain the same result. As positions which draw equally between all four pay levels should not be possible, you will likely receive a different final tally.



- o If your result remains the same, please contact the WS team at [work-study@unc.edu](mailto:work-study@unc.edu) for assistance.

## Next Steps

Once you've determined your final pay level, you can utilize this information in combination with your job description and job requirements to post the position in JobX. If you need assistance in writing the job description & job requirements or posting the position in JobX, please see the other resources located on the webpage where this guide was obtained.

Remember that you can find the approximate number of hours the student will be able to work using the determined wage rate. Simply divide the student's award amount (usually either \$2,700 or \$3,000) to find the total number of work hours for the year or divide that figure by 30 to obtain an approximately weekly value. As the approximate number of hours per work for the position is requested during JobX posting, it might be helpful to run this calculation prior to creating the position in JobX. This will allow you to determine if the number of hours/week that you will need the employee is feasible

Bear in mind that WS supervisors have the right to determine the appropriate wage rate with the pay level range, and employees who have not worked in the position in a previous year are no longer capped at 80% of the wage range maximum as in previous years

Pay Level	Wage Min	Wage Max	Wage Mid-Point	Hours/		Hours/	
				Year	Week	Year	Week
				for \$2,700 Award Using mid-point		for \$3,000 Award Using mid-point	
1	\$ 7.25	\$ 8.30	\$ 7.77	333.75	11.58	370.83	12.87
2	\$ 8.30	\$ 10.05	\$ 9.17	278.35	9.81	309.28	10.91
3	\$ 10.05	\$ 11.80	\$ 10.92	235.81	8.24	262.01	9.16
4	\$ 11.80	\$ 13.55	\$ 12.67	204.55	7.10	227.27	7.89





## Appendix 1: Job Classification Rubric Tool

Job Factor	Pay Level 1	Pay Level 2	Pay Level 3	Pay Level 4
Experience	None	Little or Moderate	Moderate to Substantial	Substantial to Expert
Previous Training	None or Little	Moderate	Substantial	Beyond Substantial
Task Structure	Simple & Routine	Mostly simple & routine	Mostly complex and/or variable	Highly complex and/or variable
Task Responsibility	Little responsibility	Some/shared responsibility	Mostly responsible	Primarily or totally responsible
Learning	Limited to simple job tasks	Some job learning requiring special instructions, information, and/or training	Substantial on-the-job learning or previous learning required	More than substantial on-the-job learning or previous learning required
Supervision Structure	Mostly supervised; little to no independent work	Moderate supervision; some independent work	Limited supervision; mostly independent work	Little or no direct supervision; almost exclusively independent work
Judgement	Limit or no judgement with approval required	Moderate judgment with approval required	Some independent judgment or significant judgement with approval required	Independent judgment regularly required
Special Duties	None or some tasks requiring special instruction or additional training required	Moderate or high level of tasks requiring special instruction or additional training required	Supervision, training, and/or tutoring of others	Research management, publication, instruction or special projects/activities of a significant scope
Job-Specific Knowledge Required	None to Limited	Moderate	Advanced	Advanced or Expert technical knowledge
Common and Job-Specific Skills	Mostly common; small amounts of specialized skills may be required	Approximately equal amounts of common and specialized skills required	High level of competency/fluency with at least one specialized skill	High level of competency/fluency with multiple specialized skills
Specialized Abilities	Few or no specialized abilities required	Moderate number of specialized abilities required	Large number of specialized abilities required	Large number of specialized abilities or rare abilities required
Other Factors	None or common factors	Mostly common; possibly a few uncommon factors	Mostly uncommon; can be a large # of common factors	Mostly uncommon or very specialized factors present
<b>Count of Factors</b>				
			<b>Pay Level</b>	
Wage Rates	\$7.25-8.30	\$8.30-10.05	\$10.05-11.80	\$11.80-13.55
Wage Mid-Point	\$7.77	\$9.17	\$10.92	\$12.67
	<b>Estimated Base Wage Rate</b>			