### Harvard Job Framework Project

**Frequently Asked Questions (FAQs)**

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## I. OVERVIEW

Q. What is the “Job Framework Project”, and why are we doing it?

A. The Job Framework Project is a multi-year effort to update and improve Harvard’s framework for our Administrative and Professional exempt jobs. This first phase of the project includes Administrative and Professional jobs in grades 55 through 60. It will entail new, standardized job codes, job titles, and job descriptions in each functional (e.g., finance, HR, IT, communications) and sub-functional (e.g., accounting, financial operations, financial analysis) category.

The goal is to more clearly define the skills and expertise required in each function at each level, in a way that can be benchmarked externally (to make sure pay at Harvard is competitive) and internally (to make sure it is equitable). This alignment of our job structure should also make it easier for employees to plan their own development and careers by identifying the necessary skills and knowledge for the next level job.

Human Resources and managers across Harvard have worked collaboratively to develop this framework and the approach for each job function as they are implemented.

Q. How will this impact me?

A. It’s important to know that there will be **no change** in the title, grade, or salary of current exempt staff members. The number and name of the PeopleSoft job code that is assigned to your job (and like jobs held by others at Harvard) will change a bit, and there will be a new, standardized job description available for it. If you are a hiring manager, you will have access to these new standardized job descriptions to make posting a new job role easier for you, in partnership with local HR.
Q. What is changing?

A. The following:

- Standardized job descriptions have been created for existing roles and will be available to employees, managers, and HR.
- New PeopleSoft job codes (with new names and numbers) have been created to capture job function, sub-function (called family), series, and career band so that jobs can be easily compared, benchmarked (internally and externally) and posted. The descriptions for each job code will be loaded into ASPIRE for easy access by HR/management.
- Current roles are being mapped to a new job code name and number.
- Career bands have been devised to differentiate Professional vs. Management roles. In the future, resources will be available to support career activities within each of the bands.

Q. What is staying the same?

A. The following:

- Individual job responsibilities, reporting relationships, grade, title, and salary
- Our job posting processes remain the same; the library of new job descriptions should make this easier
- Existing job families (or sub-functions) remain, with a few new additions

II. PROJECT PROCESS

Q. Who is involved in this project?

A. This project is sponsored by the VP of Human Resources Marilyn Hausammann, led by Julie Zanotta, Director of Compensation, and staffed by HHR Compensation. Collaborative partners include HR leaders and generalists, local functional leaders and managers, HHR Recruitment Services, and HHR Organizational Development. Willis Towers Watson is providing consulting support.

Q. What process was used to create job descriptions and to describe job families?

A. Leaders within each job function have actively participated in our process. The standard job descriptions are based on documentation submitted from every school and central unit for each position and analyzed by a project team of cross University Human Resources staff. The proposed functional structure and the specifics for each job were then reviewed by subject matter experts in the Schools and Central; presentations have been shared with job function specific leaders.
III. JOB DESCRIPTIONS AND JOB CODES

Q. As an employee, how will I see my job description?

A. The general job descriptions for administrative and professional jobs will be publicly available at hr.harvard.edu so that staff, as well as external candidates, may view the various career paths in each of our job functions as they become available. Often, there are job responsibilities that are not captured in these general job descriptions that are specific to your role within your school or unit. Your specific job description, which may be maintained as the general description plus an addendum, will continue to be maintained locally.

Q. What does the new job code mean?

A. The code consists of 6 characters: the first character denotes the Job Function, the second two characters represent a unique identifier tied to the job family/series, followed by the numeric 2 digit job grade level; the code ends with the P (Professional) or M (Manager) designation.

Sample Code: F 00 56 P = Finance Job Function, Accounting Job Family, Grade 56, Professional

Q. Is there a job in every grade and in every career band in every job family?

A. It depends! Some job families are specialized and may have only a few job roles in a series. Other job families will have a role described at every grade level on both the Professional and the Management career bands.

Q. How will the jobs be mapped to new codes?

A. Current job codes for administrative and professional staff in each job function will be mapped to new job codes and the associated job code title (label). In some cases, the new job code and job code label will better reflect the specific area or specialty (e.g. in Finance; Procurement Administrator rather than Financial Administrator). There will be no changes to grade or salary for current staff as a result of this mapping.

Q. As a manager, how will I access the new job codes and descriptions? Is the process for posting and/or reviewing a job changing?

A. Your local process remains the same. New posting templates for administrative and professional jobs will be available in ASPIRE. These new job posting templates will be prepopulated with core duties and basic qualifications to facilitate consistency and compliance and will make it easier for managers to select and describe roles. There will be open space within the job requisition to accommodate describing additional duties and unique specifics related to the job within a school or unit.
IV. CAREER BAND DESIGNATION

Q. What is the new “Professional” and “Management” Designation?

A. Creating clearer, more navigable career paths is a top priority for this project. In order to better describe career paths at Harvard, two career bands have been designed.

The Professional band pertains to those individual contributors primarily accountable for the direct achievement of goals who do not supervise staff. The Management band pertains to those primarily accountable for managing staff (1 or more) who typically achieve goals through the work of others.

Example of the Management and Professional Career Bands for the Financial Admin and Ops Family:

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<td>F0860M  Financial Admin Ops Mgmt VI</td>
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<td>F0856P  Financial Administrator II</td>
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V. PROJECT TIMELINE – December 2017 Implementation

Q. When will the changes be implemented?

The next set of jobs will go live in December 2017. As we continue to work on remaining job functions, we will adopt this new job framework by using common job descriptions, job codes, and job code names when recruiting for open positions. We are continuously working on other job functions and intend to roll out the new job framework for all administrative and professional jobs across the University.

Q. What is the current go “live” timeframe for the next round of job families?

A. Here is the planned timeline. Dates may adjust slightly.


   Upload/update of employee information will occur locally for each school/unit based on approved mapping worksheets. Generic job descriptions will be posted on hr.harvard.edu.

December 18, 2017 – Change Process Complete for affected Job Functions

   Exempt employees in the affected job functions will see their new job code and associated job code label in PeopleSoft. New job codes and new job posting requisition forms are available in Aspire.

January, 2018 – Inactivate old job codes

   New employees hired from Aspire under pre-conversion requisitions (with old job code) will need to be manually entered on to PeopleSoft and assigned the appropriate new job code.

VI. RESOURCES

Q. Where is an overview of job families that have been completed as part of the Job Framework project?

A. All materials will be on the web at hr.harvard.edu under the Compensation tab

Q. I’m an employee, and I have questions. Where can I learn more? Whom can I ask for help?

A. Please contact your manager and/or your local HR Consultant

Q. I’m a manager, and I have questions. Where can I learn more? Whom can I ask for help?

A. Please contact your local HR Consultant
VII. GLOSSARY

This Glossary of terms is designed to assist with understanding various concepts and language surrounding the Harvard Job Framework Project.

A Addendum: An addition to the job description which allows the school/department to describe any additional responsibilities and/or qualifications for the job beyond those found in the standard description. This section is maintained at the school/department level and should be used to describe those unique facets of the job, not the individual, that are not captured by the general description.

B Benchmark Job: A job that can be readily found and matched in other organizations and salary surveys.

Business Title: A Title given to individual positions within school/department, decided on at the school/department level.

C Career Band: Designations for Professional Individual Contributor and Management roles are based on their responsibilities at the University. Professional (P) Band: Individual Contributor who is primarily accountable for the direct achievement of goals and does not supervise staff. The Management (M) Band pertains to those primarily accountable for managing staff (1 or more) who typically achieve goals through the work of others.

J Job Framework: The structure consisting of job functions, families, series, grade levels and salary ranges that provides a strong foundation to describe the different kinds of work undertaken at the University. Within the framework there are the following categories that roll up into the framework.

   Job Function: A collection of similar, related Job Families that are represented at the University.
   Job Family: A grouping of similar, related jobs within a Job Function.
   Job Series: A grouping of similar, related jobs within a Job Family that have similar tasks and focus, each requiring different skill levels and varying responsibilities.
   Job Matrix: A visual representation of a Job Series.
   Job Description: An accurate summary of the work performed by the job including the core duties, qualifications and skill level.
   Job Code: An alpha numeric, six character identifier that corresponds to a particular standard job description for the purpose of mapping the job in our information systems.
   Job Code Title: A general title given to a job and that is linked to a job code. This is sometimes referred to as the Job Code Label.
Salary Grade: A unit within a salary structure that establishes salary ranges (minimum and maximum) for a specific group of jobs.

Salary Range: The range of pay rates, from minimum to maximum, established for a pay grade or class.

Salary Structure: An administrative tool comprised of a series of grades and corresponding salary ranges designed to support an organization's pay philosophy.