

**Lansing Community College
AFT Evergreen Position Reviews**

AFT Evergreen Process and Transparency

During January 2023, Human Resources offered 15 sessions varying from virtual to in-person at various campus locations for employees to discuss the AFT Evergreen process and the material that will be gathered/used to conduct the new position classifications.

Evergreen gathered the following information from employees and supervisors that was used to complete the position classifications:

- Job Overview
- Type of Work Performed
- Education and Work Experience
- Essential Job Functions
- 5 Job Factors: Leadership, Working Conditions, Complexity, Decision Making, and Relationships
- Equipment and Machinery

In addition to this, Evergreen completed a market analysis from various regions from public and private sectors that included many educational employers such as:

Respondent Organizations
Cuyahoga Community College
Delta College
Grand Rapids Community College
Henry Ford Community College
Ingham County
Joliet Junior College
Kalamazoo Valley Community College
Kellogg Community College
Lansing School District
Michigan State University
Milwaukee Area Tech
Mott Community College
Oakland Community College
State of Michigan
Washtenaw Community College
Washtenaw County

LCC Human Resources shared organization charts, job descriptions, bargaining unit contract, job salary classifications bands, and much more.

All of this information was studied and reviewed by Evergreen to create the new position classifications and salary tables. The former AFT salary table does not have a cross-walk to the new AFT Evergreen table. Classifications are based on the individual position, not the person/employee.

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Job Descriptions

Job descriptions should be written to accurately reflect the duties and responsibilities of the position. The job description should answer the question, “What does the person in this role actually do?”

A job description not only describes the position’s responsibilities, it sets the foundation for recruiting, developing, and retaining talent and also sets the stage for optimum work performance by clarifying responsibilities, expected results, and evaluation of performance. It is also an important component to maintaining an equitable compensation system and ensuring legal compliance. The document should be revisited and updated annually, on the same schedule as the performance evaluation.

The job description contains sufficient information to describe major responsibilities and essential functions as they exist today. They provide the information necessary to classify the position, not the person; thus, they are “incumbent neutral” and not based on any specific quality of an incumbent (such as knowledge, skills, abilities, performance, dedication, loyalty, years of service, or degree). The document *should not include every detail* of how and what work is performed so that it remains useful even when minor changes occur. Job descriptions can be written as a joint effort between supervisor and employee, but the supervisor must approve.

Include in the job description the following:

- **Job Duties and Responsibilities:** describe the fundamental nature of the job which occupies a large proportion of an employee’s time. Some items to take into consideration:
 - Include explanatory phrases which tell why, how, where, or how often the tasks and duties are performed.
 - Focus on the outcome of tasks.
 - Reference areas of decision-making, where one will influence or impact.
 - Identify areas of direct or indirect accountabilities.
 - Describe the level and type of budgetary or financial responsibilities.
 - Describe the nature of contact, the people contacted, and the extent to which the incumbent will interact with others within and outside of the College.
 - List job duties that reflect the position requirements and ensure they are not based upon the capabilities of any one individual

- **Supervisory Responsibilities:** detail the extent of the job’s authority to hire, discipline, terminate, assign work, train, and evaluate the performance of subordinates. This can be either a separate job duty or noted in other job duties as appropriate. The following lists various levels of supervision:
 - Provides direction to other individuals.
 - Supervises, hires, trains, provides work direction, and problem-solving assistance for other staff and/or student employees.
 - Supervises staff, including hiring, scheduling, assigning work, and reviewing performance.
 - Manages others through subordinate supervisor(s).

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The job duties should be listed in accordance with their **importance and/or frequency** in which they are performed. Percentage of duties should total 100%. Estimating time: 2 hours of work per week = 5%, 4 hours of work per week = 10%, etc.

LCC's New Position Classification Process

LCC's HR Employment team will schedule a meeting with the employee, supervisor, and AFT union representative to discuss the positions requirements and responsibilities. During this conversation, questions will be directed in relation to the Job Assessment Tool, that was created by Evergreen, to maintain the integrity of the position classification scale. This data, along with a Market Data Analysis Tool, will determine the classification placement on the AFT Salary Table located in the bargaining unit contract.

These tools will not be shared with supervisors to maintain the integrity and equity of position placement on the AFT salary table.

Review Status Update

Human Resources has received 33 position review requests from AFT members. These reviews will begin in January, 2025.