

**DIVISION OF STUDENT LIFE OPTIONAL WORKING TITLE GUIDELINES FOR P&S STAFF
(7/21/11):**

In addition to the UI guidelines for working titles (at the end of this document) the following guidelines apply within the Division of Student Life. While we encourage staff involvement in the recommendation for working titles we also recognize that some departments may need the flexibility to determine how position responsibilities are identified outside of their department. Therefore division department heads may establish position working titles after consultation with Departmental HR representative and approval by the Senior HR Representative. Upon approval working titles will appear in the on-line phonebook and the printed University Directory. If there is no working title the default will be the University classification.

In general University classification titles will be used except in cases when a working title will more accurately describe the specific functions and responsibilities of the position for both internal and external communication. All P&S positions should be reviewed and staff should not assume their current working title will be continued with the new classification system. Longevity in position should not be used in determining working titles.

Division department heads may recommend working titles for all P&S staff within their organization based on the UI guidelines, industry standards, functional definitions, other titles within the same job family and the relationship and consistency with other working titles within the department and division. Consideration of merit classifications should also be reviewed in recommending working titles for P&S so duplication of a title does not occur. When titles are initiated by the department, staff should be informed of the rationale for their position working title. Staff may suggest changes to working titles but all positions similarly situated should use the same general title. Staff will receive a central email when a working title has been approved.

Working titles in most cases should also include the department and/or in some cases the area of responsibility in order to accurately communicate the responsibilities of the position and differentiate it from other like positions within the University system using the following format: Coordinator, Multicultural Programs, CSIL; Buyer, Retail Merchandise, University Bookstore; Applications Developer, MAC, UH&D. This format also applies if the University classification title is used and it is not specific to the department, for example, Human Resources Assistant, University Housing & Dining.

University classifications within a Job Family may include positions with varying degrees of responsibility although the approved classification is the “best fit” for the overall job functions. A specific example is the Student Service Job Function and accompanying Job Families and classifications. It may be desirable to differentiate among the positions within the same classification. In these cases the following working titles shown below are examples that may be used. There may be other similar classifications that will be considered for this differentiation.

Senior Coordinator – directly manages P&S and/or merit staff including hiring recommendation and completion of performance evaluations; coordinates functional units (more than one) within the department, is responsible for operational program decisions; participates in operational unit budget development and oversight

Supervising Coordinator – hires and supervises student staff and/or instructors; coordinates programs within operating units within the department; responsibility for monitoring and authorization of expenditures for program area budget

Program Coordinator/Coordinator – Facilitates activities with others within the sub-unit and may coordinate with others outside of the sub-unit on behalf of department. May exercise some functional supervision over student staff or volunteers; coordinates programs within functional units within department

Director title may be used (other than as the head of a division department) when a position has at least two functional units administratively reporting to that position and primary responsibility for achieving objectives and managing budget, or there is division-wide responsibility for outcomes and the title complies with UI guidelines. While it should not be considered the norm, there may be organizational situations when a position with a working title of Director may be supervised by another position title Director.

Manager title may be used when a position leads the activities within a functional work unit within a division department. Primary scope is focused on achieving work unit outcomes in coordination with other functional or sub-units within the department. Auxiliary department may also consider industry standards, i.e. General Manager Bookstore, Manager, Food Service.

Associate/Assistant titles should only be used in cases where the position has responsibility for directing the work of others including administrative supervision of staff (not primarily students) and provide operational direction for administrative sub-units within a department or functional unit. They should also have budgetary accountability and may also represent the department in the absence of the director/manager. This title may not be appropriate in small departments where the primary administrative authority rests with the departmental director.

In a few cases, positions may have responsibilities that overlap with functional areas and it may be useful to acknowledge these dual roles, i.e. Associate Director and Director of (a major functional area within the department).

Definitions:

- **Division department** is the administrative department for example, Iowa Memorial Union, Student Disability Services, Recreational Services, etc.
- Examples of **functional units** are Bookstore, Food Service
- Examples of **sub-units** are Hawk Shop, Marketplace, Wildlife Camps

Working Title (University Guidelines for Optional Use of Working Titles)

The new University compensation and classification structure provides University classification titles that are descriptive of the work performed. However, when a more specific title would serve the unit's operational interests, a working title may be used to describe the function of the position in even greater detail or more easily recognized terms in both internal and external communications.

A "working title" should more clearly or precisely describe the function, responsibilities or scope of an individual job assignment, and thereby provide a more immediate understanding of the job in business communications. Employing units may use working titles to differentiate between similar roles in a workgroup, or to distinguish between similar specialties within a classification. The working title should use those terms that are most easily recognized and understood by internal and external constituencies. Working titles may be used in lieu of the University classification title for:

- Searches and job postings
- Local job descriptions and employee personnel records

- Regular business correspondence, both internal and external to the University, and
- The public University directories, both printed and online (effective with the transition to the new job classification structure in July 2011).

The University classification title will be the default if no working title is established.

In determining the need for a working title, the supervisor and staff member should consider the following:

1. Does the University classification title adequately describe the function of the job assignment for professional business communications inside and/or outside the University?
 - If yes, there is no need to request a working title.
 - If no, continue to question 2.

1. Are there other terms that would more specifically and accurately describe the function of the job assignment, and provide more immediate recognition?
 - If yes, go to question 3.

2. Would a working title provide a more accurate and recognizable understanding of the relationship between jobs and/or functions within a work unit or organization?
 - If yes, review the University Guidelines for the Optional use of Working Titles and any additional guidelines your College/Division/Organization may establish for the use of working titles.

Staff members and supervisors should discuss their interest in a working title with their departmental leadership and Unit Human Resources Representative. When an appropriate working title has been identified, the Unit Human Resources Representative will initiate the formal request in Self Service.

Working titles must be approved by the Senior Human Resources Leader for the college/division prior to use. The Senior Human Resources Leader's review and approval will be based upon compliance with the University expectations below, and any additional organizational guidelines that may be established within a specific college or division. The Senior Human Resources Leader may include consideration of the consistency of titles within units or professions, and/or other relevant factors when approving requests for working titles. The Senior Human Resources Leader may also change or withdraw approval of a working title with notice to the individual(s) impacted.

A working title should:

- Provide a more specific description of the function or work performed to better facilitate business communications.
- Add clarity to the University's job function, family and classification assignment in describing the individual job.
- Be consistent with professional/industry practice.

- Be consistent with other working titles within a job family and/or work unit.

A working title cannot:

- Duplicate a title used in another employee group, e.g. Merit system or SEIU professionals.
- Be exactly the same as another professional and scientific classification. Some modification in the title must be made to provide a more specific description of the responsibilities of the job.
- Misrepresent the University or the authority of the position in any way. The use of “inflated
- The use of any title that includes the words “Dean”, “Vice President”, or “Provost, or other positions that are recognized as institutional officers, e.g. University Secretary or University Treasurer, that require the specific permission and approval by University Human Resources and the Board of Regents, State of Iowa.
- Examples of acceptable working titles are listed below:
- ***University Classification Title: Potential Working Titles***
- **Accountant:** Payroll Accountant; Benefits Accountant
- **Senior HR Specialist:** Compensation Manager; Senior Benefits Manager
- **Senior Director, HR Services:** Director, Compensation and Classification
- **Senior Systems Administrator:** Senior UNIX Systems Administrator; Director, Windows Administration

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