**Harvard University**

**Guidelines for Direct Charging of Administrative Salaries to Federal Awards**

*Appendix A: Direct Charging of Administrative and Clerical Salaries to Federal Awards Policy*

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# I. Introduction

The following guide is intended to assist with compliance of “OMB Uniform Guidance 2 CFR 200.413(c)” and the Harvard University Policy Direct Charging of Administrative and Clerical Salaries to Federal Awards.

These guidelines only apply to federal funding: non-federal sponsors occasionally have expenditure policies of their own (or require award recipients to adhere to federal regulations and guidelines). Please note it is important to review the terms and conditions of all awards to determine the specific guidelines on expenditures.

Schools may have supplemental guidance and business processes that address procedures identified in these guidelines.

# II. Identifying Administrative or Clerical Personnel

The University defines administrative and clerical personnel as providing non-technical support services that benefit departmental, institute, or center activities or objectives, including functions such as clerical support, financial management, procurement of materials and services, budget and planning, and personnel management. The salaries of administrative and clerical personnel are normally treated as an indirect cost unless they meet the definition of unlike purpose and are integral to the project (see Section III).

Job codes and business titles are often too vague to accurately describe the tasks performed by an individual. In each instance, the actual job functions of the individual should be reviewed. The following titles are **examples** of jobs that have a possibility of being categorized as administrative or clerical for the purpose of this policy.

|  |  |
| --- | --- |
| **Job Description** | **Examples of Job Responsibilities that Meet Criteria** |
| Staff Assistant | NIH Institutional Center Core Grant to Support Neuroscience Research: The Administrative Core will be staffed by a half-time staff assistant who will oversee the day-to-day management of the grant. The Staff Assistant is budget for 50% time and effort on the proposal budget justification. Duties include: maintaining the core web site, scheduling meetings, maintaining record or core usage and expenditures, preparing scientific reports, ordering supplies and providing administrative support to the Core.  |
| Coordinator | NSF Collaborative Research Center Grant: Full-time administrative coordinator responsible for overall operations at center including making complex travel, meeting and visa arrangements for project collaborators or workshop participants, organizing workshops or conferences for large numbers of participants, extensive publishing of workshop materials  |
| Faculty Assistant | Extensive data accumulation, analysis, entry, surveying, technical illustration, manuscript and publication production, and reporting |

# III. Criteria for Direct Charged Administrative Salaries Approval

The University requires faculty and staff who authorize expenditures on federally funded sponsored awards to only directly charge administrative and clerical salaries when circumstances exist that meet all of the following criteria:

1. Administrative or clerical services are integral to a project or activity;
2. Individuals involved can be specifically identified with the project or activity;
3. Such costs are explicitly included in the budget or have the prior written approval of the Federal awarding agency; and
4. The costs are not also recovered as indirect costs.

Additionally, in compliance with Harvard policy and the Cost Accounting Standards (CAS) directly charged administrative and clerical salaries must:

1. Meet the definition of unlike purpose and circumstance;
2. Be required to meet the scientific objectives (scope) of the award

Federal regulations require costs incurred for the same purposes be treated consistently as either direct costs or indirect costs, where this consistent treatment is often referred to as “like circumstances.” When a direct or indirect cost is treated differently due to the nature of the work performed, this is referred to as “**unlike circumstances**.” In order to directly charge administrative salaries to a federal award, the “unlike circumstances” occur when personnel specifically support and are integral to achieving the scientific aims and objectives of the federally sponsored project.

Not only does the work itself need to be that which is not normally supported by the department, institute or center, but the amount of administrative effort required to support the project must also be above the normal level provided. The University recommends a minimum of 5% effort on training grants and a minimum of 20-25% in all other projects to qualify as an unlike circumstance.

Blanket approval will not be given to a PI, department, center or institute; rather, the specific activities and circumstances of each award must be assessed independently to determine whether direct charging of administrative costs is justifiable.

# IV. Pre-Award/Proposal Stage Procedures

Once it has been determined that a project will request to directly charge administrative salaries, the following steps are required:

1. **The administrative role/person must be in the line-item budget and be adequately explained in the budget justification.** The budget justification should describe the situation requiring unlike circumstances, the specific duties involved, and how the normal level of administrative support provided by the department would not be adequate.
2. **The GMAS flag should be set to ‘Yes’**. When entering a proposal with a federal sponsor or prime sponsor, GMAS automatically generates the administrative salaries question. Answering ‘Yes’ will flag this for review by proposal approvers. Please see the *GMAS Guidance* section 7 for detailed instructions regarding completion of screen data fields.
3. **The GMAS approval should be marked as ‘Done’ by the approving office.** Once the local official or submitting office (depending on individual tub procedures) reviews the budget and justification, and has clarified any questions, the GMAS Administrative Salaries approval status should be changed from ‘Needed’ to ‘Done’ status. Please see the *GMAS Guidance* section for detailed instructions regarding completion of screen data fields. Changing this status to ‘Done’ and entering an effective date constitutes Harvard approval that the direct charging of *this position with these duties and the proposed amount of effort* is allowable.

# V. Post-Award Procedures

If a new admin role is added to an award that was not in the approved budget, the following steps are required:

1. Notify the local school/tub-level official if there is a request to add administrative salary to an existing project. Provide the appropriate documentation and justification that the criteria to directly charge admin salary are met. Include the documentation that will be sent to the agency as a request for the additional administrative salary as a direct cost.

1. Sponsor Approval or acknowledgment should be obtained prior to changes, regarding administrative costs, being made to the budget or in GMAS.
2. The GMAS flag should be updated accordingly. Upload documents or change comments if necessary. (please see section below)

1. Charges that are not approved must be removed from the federal award to an appropriate non federal account.

If there is a change to an approved administrative staff member, role, and/or percent effort from the originally approved budget, the following steps are required:

1. Notify the local school/tub-level official if there is a change to the administrative salary being charged to a project. Types of changes could include a role change or an increase in effort. Provide the appropriate documentation needed for the level of change required in accordance with the threshold of the individual sponsor. For example, a request to the sponsor for a new admin role or for increased effort.

1. Sponsor Approval or acknowledgment should be obtained prior to changes being made to the budget, GMAS, or directly charging to the award.
2. GMAS should be updated for any approved change. Upload documents or change comments if necessary.
3. Charges that are not approved must be removed from the federal award to an appropriate non federal account.

# VI. Ongoing Monitoring

The University-wide Operations and Policy Committee (OPC) provides administrative salary reports to the school/tub-level officials. This report lists staff charged to federal awards paid in job classifications that are identified as potentially including administrative or clerical tasks. School/tub-level officials use the report to perform a quarterly review of the staff charged to federal awards and, if applicable, the corresponding GMAS approval status. The school/tub-level official contacts departments with any questions or concerns regarding administrative salary charges and approvals. This school/tub-level review supplements, but does not replace the need for prior approval of administrative salary charges or changes by the University and sponsor. See Section XI for a list of the job codes used for the administrative salary review.

# VII. GMAS Guidance

## GMAS Approval for Administrative Salaries at the Proposal Stage

1. If administrative salary is included in the proposal budget, the proposal preparer selects ‘Yes’ for the budget approvals question (Exhibit A). The flag for admin salary can also be changed to ‘Yes’ during the initial proposal by editing the Approval Attributes (Exhibit B). Note: “Are administrative salary costs included in the budget” question will only appear for projects with a federal sponsor or prime federal sponsor.
2. After ‘Yes’ is selected for the “Are administrative salaries included in the budget?” question, the administrative costs approval will default to ‘Needed’ status (Exhibit C).
3. If the preparer has additional comments or documents, they can be entered/uploaded on the approvals screen (Exhibit D).
4. The proposal reviewer (either at the pre-award office or the school-level research administration office) will review the proposed administrative salaries and justification. The approval status should be changed to ‘Done’by the proposal reviewer if the appropriate approvals are in place. Only central administrators have the edit privileges to change the status field to ‘Done’.
* The effective date should reflect the date the approver reviewed and discussed the salaries with the preparer.
* Comments can be left to note the details of the approval and indicate who left them and when. They cannot be edited by department or central users.
* Documents can be uploaded by both department and central users. In addition, central users can “lock” and “unlock” documents as appropriate so that they cannot be removed or deleted from the approval repository.

**Exhibit A:** *The proposal preparer selects ‘Yes’ if the award budget includes admin salaries when creating the initial proposal*



**Exhibit B:** *The proposal preparer can also edit the approvals during the initial proposal*

**Exhibit C:** *If ‘Yes’ is selected for the “Are administrative salary costs included in the budget?” question in the approval attributes, the approval will default to ‘Needed.’*

**Exhibit D:** *The proposal preparer can click in the approvals screen to add relevant documentation relating to the proposed admin salary.*

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## GMAS Approval for Administrative Salaries at the Award Stage

After the sponsor notifies Harvard that the proposal is accepted, the pre-award office sets up the award in GMAS. If the sponsor has not specifically excluded the administrative salaries from the awarded budget or made any other comment regarding admin salaries, sponsor approval is inferred.

* If the sponsor does not accept the administrative salaries on the proposed budget, the department or responsible office must revise the budget in GMAS to reflect the sponsor approved budget. The administrative costs approval question should be changed to ‘No’ by the central office.
* If administrative salaries are no longer applicable to the proposal or if the sponsor declined the inclusion of administrative salary, the administrative costs approval question should be changed to ‘No’ by the responsible office.

**Note:** Once the status of the request is ‘Under review’, only the central administrator can change the flag.

## GMAS Approval for Administrative Salaries While Award is in Progress

If administrative salaries are approved after a project has been awarded, then the admin salary approval should be updated in GMAS. The admin salary and approval can be added to the award (usually through supplemental funding or a budget revision) with a GMAS request. When creating the request in GMAS, the department should answer “yes” to the admin salary question in the budget approval and attributes screen. The central request reviewer works with the department to obtain sponsor approval and mark the admin salary approval as “Done” after review.

# A segment revision can also be used to edit the admin salary approval on an award. To request a segment revision, the department should contact the central sponsored programs office (OSP, HMS-SPA, or HSPH-SPA). VIII. School/Tub Level Officials

The following personnel/offices can provide approval and/or guidance on charging administrative salaries to federal awards:

|  |  |  |
| --- | --- | --- |
| **Area** | **Office** | **Contact** |
| All Schools | Office for Sponsored Programs | [Sponsored Programs Officer](http://osp.fad.harvard.edu/content/contact-osp) |
| FAS | Research Administration Services | Nuala McGowanCharlotte Gallant |
| HMS | Sponsored Programs AdministrationResearch Administration and Operations | HMS SPA RepresentativeRita Bergemann |
| HSPH | Sponsored Programs Administration | HSPS SPA RepresentativeKristie Froman |
| GSE | Sponsored Projects Office | Helen Page |
| HKS | Research Administration Office | Martha GoldbergMelissa Siegel |
| SEAS | Research Administration Office | Eric Asetta |

# IX. Direct Charging of Administrative Salaries on Federal Awards Tool

This optional checklist accompanies the Guidelines for Direct Charging of Administrative Salaries to Federal Awards and may be used as an aid to ensure the appropriateness of salary charges.

**IMPORTANT REMINDER: In order to be charged directly to a grant, administrative and clerical salaries should only be charged for when they meet the definition of *unlike circumstance and are integral to the federally sponsored project.***

1. **Consider if the project meets any of the criteria to support administrative salaries:**
* Large, complex program such as a center or program project
* Entails assembling and managing teams of investigators from a number of institutions
* Involves extensive administrative support for data accumulation, analysis and entry, surveying, tabulation, cataloging, searching literature, and reporting (such as epidemiological studies, clinical trials, and retrospective clinical records studies)
* Requires making travel and meeting arrangements for large numbers of participants, such as conferences and seminars
* The principal focus is the preparation and production of manuals and large reports, books and monographs (excluding routine progress and technical reports)
* Is geographically inaccessible to normal departmental administrative services, such as research field sites that are remote from campus
* Requires extensive project-specific database management; extensive individualized graphics or manuscript preparation; extensive human or animal protocols
* Is a training grant
1. **When entering the administrative personnel in the proposal:**
* Ensure the staff member is on the budget when a detailed budget exists
* Explain in the justification how the project warrants that level of support to be directly charged to the grant rather than as indirect costs and explain how “unlike circumstances” are present
* Demonstrate that the level of support is greater than normal by requesting an appropriate amount of effort. A minimum of 20-25% is recommended for most projects, 5% for training grants
* Thoroughly describe how the administrative support requested in the justification is required to meet the scientific objectives of the award
* In GMAS, answer “Yes” to the question “Are administrative salary costs included in the budget?”
* Be prepared for a discussion with your signatory about the presence of administrative salary, and to revise the justification, if needed
1. **Post Award Administration:**
* If the budget has been decreased, the school, department, or pre-award should check with the sponsor to clarify if the decrease includes the administrative salary. Document this information in GMAS in the approval comments box.
* If the sponsor has denied direct charging of the staff member to the budget, school, department or pre award should document this information in GMAS in the approvals comments box. Remove any expenses that may have already been posted.
* In order for administrative salaries to be added to the budget during the course of an award, it must first be reviewed and approved by the school level research administration office.

# X. Administrative Salary Approval Flow Chart

 **Process for admin salary approval for new awards:**

1. The department enters the proposal and budget in GMAS and selects “yes” to the administrative salaries flag in the initial request.

2. GMAS generates an approval screen for the charging of administrative salaries. The GMAS admin costs approval defaults to “*Needed”* status.

The reviewer marks the approval as “*Done*,” enters the approval date in the “effective date,” and makes relevant notes in the “comments” screen in GMAS.

The reviewer marks the approval as “N/A” and notes that the “position has been removed from proposal” in the comment box. The department removes from proposal.

3. The department indicates the rationale for the administrative salaries in the approvals comments and routes to approver\*.

If the sponsor has not specifically excluded the administrative salaries from the awarded budget, sponsor approval is inferred.

If the sponsor does not accept the admin salaries on the proposed budget, the department must revise the budget in GMAS to reflect the sponsor approved budget.

5. The submitting office (OSP, HMS SPA or SPH SPA) reviews and approves the entire proposal and submits to the sponsor.

NO

NO

YES

School Approval

Sponsor Approval

4. The pre-award office and/or school-level research administration office reviews the admin salary request and determines if the need is sufficiently documented.

YES

\*The approver may be the school-level research administration office, HMS Sponsored Programs Administration, SPH Sponsored Programs Administration, FAS Research Administration Services, or OSP, depending on individual school procedure.

 **Process for adding approved admin salary to an existing award in progress:**

1. The department works with the submitting office to obtain written sponsor approval to add admin salaries to the awarded budget.

3. The department revises the admin salary approval attribute as part of the request (if not already revised with the budget revision).

2. The submitting office provides guidance on the appropriate GMAS action (either revision or request) to flag the award for admin salary.

4. OSP changes the admin approval to ‘Done’ after sponsor approval and central review.

# XI. Job Codes

The following job codes are used as part of the quarterly administrative salary review to identify positions which may include administrative or clerical duties. (list updated January 2014)

|  |  |  |
| --- | --- | --- |
| **#** | **Job Code** | **Job Code Description** |
| 1. | 000502 | Associate |
| 2. | 100944 | Fellow (Admin) |
| 3. | 300055 | Development Professional |
| 4. | 300056 | Development Professional |
| 5. | 300057 | Development Professional |
| 6. | 301055 | Alumni Affairs Professional |
| 7. | 301056 | Alumni Affairs Professional |
| 8. | 301057 | Alumni Affairs Professional |
| 9. | 302058 | Development Manager |
| 10. | 302059 | Development Manager |
| 11. | 302060 | Development Manager |
| 12. | 302061 | Development Manager |
| 13. | 302062 | Development Manager |
| 14. | 302063 | Development Manager |
| 15. | 302064 | Development Manager |
| 16. | 303058 | Development Sr Specialist |
| 17. | 303059 | Development Sr Specialist |
| 18. | 303060 | Development Sr Specialist |
| 19. | 303061 | Development Sr Specialist |
| 20. | 303062 | Development Sr Specialist |
| 21. | 303063 | Development Sr Specialist |
| 22. | 303064 | Development Sr Specialist |
| 23. | 304058 | Alumni Affairs Manager |
| 24. | 304059 | Alumni Affairs Manager |
| 25. | 304060 | Alumni Affairs Manager |
| 26. | 304061 | Alumni Affairs Manager |
| 27. | 304063 | Alumni Affairs Manager |
| 28. | 305058 | Alumni Affairs Sr Specialist |
| 29. | 305059 | Alumni Affairs Sr Specialist |
| 30. | 308057 | Artist Manager |
| 31. | 308058 | Artist Manager |
| 32. | 308059 | Artist Manager |
| 33. | 308060 | Artist Manager |
| 34. | 308061 | Artist Manager |
| 35. | 312058 | Athletics Manager |
| 36. | 312059 | Athletics Manager |
| 37. | 312062 | Athletics Manager |
| 38. | 321058 | Media/Communica Manager |
| 39. | 321059 | Media/Communica Manager |
| 40. | 321060 | Media/Communica Manager |
| 41. | 321061 | Media/Communica Manager |
| 42. | 321062 | Media/Communica Manager |
| 43. | 321063 | Media/Communica Manager |
| 44. | 322058 | Media/Communica Sr Speclst |
| 45. | 322059 | Media/Communica Sr Speclst |
| 46. | 322060 | Media/Communica Sr Speclst |
| 47. | 322061 | Media/Communica Sr Speclst |
| 48. | 322062 | Media/Communica Sr Speclst |
| 49. | 322063 | Media/Communica Sr Speclst |
| 50. | 335056 | Financial Pro/Specialist |
| 51. | 335057 | Financial Pro/Specialist |
| 52. | 338058 | Financial Officr/Sr Speclst |
| 53. | 338060 | Financial Officr/Sr Speclst |
| 54. | 338090 | Financial Officr/Sr Specialist |
| **#** | **Job Code** | **Job Code Description** |
| 55. | 349059 | Faculty & Student Serv Mgr |
| 56. | 349090 | Faculty & Student Serv Mgr |
| 57. | 352060 | Faculty & Stud Serv Sr Specl |
| 58. | 355058 | Faculty & Student Serv Dean |
| 59. | 356055 | Admin Pro/Indiv Contrib |
| 60. | 357055 | Admin Dept/Program Admin |
| 61. | 358056 | Admin Pro/Indiv Contrib |
| 62. | 358057 | Admin Pro/Indiv Contrib |
| 63. | 359056 | Admin Dept/Program Admin |
| 64. | 359057 | Admin Dept/Program Admin |
| 65. | 360058 | Admin Offcr/SrIndiv Contrib |
| 66. | 360059 | Admin Offcr/SrIndiv Contrib |
| 67. | 360060 | Admin Offcr/SrIndiv Contrib |
| 68. | 360061 | Admin Offcr/SrIndiv Contrib |
| 69. | 360062 | Admin Offcr/SrIndiv Contrib |
| 70. | 360063 | Admin Offcr/SrIndiv Contrib |
| 71. | 360064 | Admin Offcr/SrIndiv Contrib |
| 72. | 360090 | Admin Offcr/SrIndiv Contrib |
| 73. | 361058 | Administrative Manager |
| 74. | 361059 | Administrative Manager |
| 75. | 361060 | Administrative Manager |
| 76. | 361061 | Administrative Manager |
| 77. | 361062 | Administrative Manager |
| 78. | 361063 | Administrative Manager |
| 79. | 361064 | Administrative Manager |
| 80. | 361090 | Administrative Manager |
| 81. | 364057 | Police Sergeant |
| 82. | 366059 | Administrative Dean |
| 83. | 366060 | Administrative Dean |
| 84. | 366061 | Administrative Dean |
| 85. | 366062 | Administrative Dean |
| 86. | 366063 | Administrative Dean |
| 87. | 366064 | Administrative Dean |
| 88. | 380057 | Human Resources Professionl |
| 89. | 382058 | Human Resources Ofcr/Sr Spcl |
| 90. | 382059 | Human Resources Ofcr/Sr Spcl |
| 91. | 383355 | Database Administration |
| 92. | 383356 | Database Administration |
| 93. | 383357 | Database Administration |
| 94. | 383456 | Network Desn/Admin/Analysis |
| 95. | 383457 | Network Desn/Admin/Analysis |
| 96. | 384458 | Database Administration Sr |
| 97. | 384459 | Database Administration Sr |
| 98. | 384558 | Network Design/Admin/Analy Sr |
| 99. | 384559 | Network Design/Admin/Analy Sr |
| 100. | 384560 | Network Design/Admin/Analy Sr |
| 101. | 386055 | Library Professional |
| 102. | 386056 | Library Professional |
| 103. | 386057 | Library Professional |
| 104. | 386058 | Library Manager |
| 105. | 386059 | Library Manager |
| 106. | 386060 | Library Manager |
| 107. | 386061 | Library Manager |
| 108. | 386062 | Library Manager |
| **#** | **Job Code** | **Job Code Description** |
| 109. | 386063 | Library Manager |
| 110. | 386064 | Library Manager |
| 111. | 386090 | Library Manager |
| 112. | 387058 | Library Sr Specialist |
| 113. | 387059 | Library Sr Specialist |
| 114. | 387060 | Library Sr Specialist |
| 115. | 388055 | Museum Professional |
| 116. | 388056 | Museum Professional |
| 117. | 388057 | Museum Professional |
| 118. | 388058 | Museum Professional |
| 119. | 388059 | Museum Professional |
| 120. | 388060 | Museum Professional |
| 121. | 389056 | Museum Sr Specialist |
| 122. | 389057 | Museum Sr Specialist |
| 123. | 389058 | Museum Sr Specialist |
| 124. | 389059 | Museum Sr Specialist |
| 125. | 389060 | Museum Sr Specialist |
| 126. | 389061 | Museum Sr Specialist |
| 127. | 390055 | Museum Manager |
| 128. | 390056 | Museum Manager |
| 129. | 390057 | Museum Manager |
| 130. | 390058 | Museum Manager |
| 131. | 390059 | Museum Manager |
| 132. | 390060 | Museum Manager |
| 133. | 390061 | Museum Manager |
| 134. | 390062 | Museum Manager |
| 135. | 394057 | Research Manager |
| 136. | 394090 | Research Manager |
| 137. | 400100 | Accounting Assistant II |
| 138. | 400101 | Accounting Assistant III |
| 139. | 400102 | Accounting Assistant IV |
| 140. | 400103 | Accounting Assistant V |
| 141. | 400104 | Financial Assistant |
| 142. | 400105 | Loan Collector II |
| 143. | 400106 | Purchasing Assistant |
| 144. | 400110 | Financial Associate I |
| 145. | 400120 | Accounting Assistant |
| 146. | 400122 | Accounting Asst V-Specialist |
| 147. | 402017 | Attendant, Front Desk |
| 148. | 402029 | Editorial Assistant III |
| 149. | 402031 | Media Technician IV |
| 150. | 402043 | Mail Clerk I |
| 151. | 402044 | Mail Clerk II |
| 152. | 402046 | Mail Clerk III |
| 153. | 402049 | Supply Clerk |
| 154. | 402051 | Mail Clerk III-Specialist |
| 155. | 402055 | Supply Clerk-Specialist |
| 156. | 402065 | Property Operations Assistant |
| 157. | 402067 | Facilities & Oper Specialist |
| 158. | 402068 | Maintenance Tech-HMS |
| 159. | 403010 | Clerical Assistant |
| 160. | 403011 | Receptionist |
| 161. | 403012 | Staff Assistant I |
| 162. | 403013 | Secretary I |
| **#** | **Job Code** | **Job Code Description** |
| 163. | 403016 | Staff Assistant I-Specialist |
| 164. | 403018 | Secretary II |
| 165. | 403020 | Staff Assistant II |
| 166. | 403021 | Faculty Assistant I |
| 167. | 403024 | Secretary II, Technical |
| 168. | 403027 | Staff Assistant II-Specialist |
| 169. | 403028 | Faculty Assistant II |
| 170. | 403029 | Reprographics Assistant III |
| 171. | 403030 | Secretary III |
| 172. | 403033 | Staff Assistant III |
| 173. | 403033 | Staff Assistant III  |
| 174. | 403035 | Executive Assistant |
| 175. | 403036 | Secretary III, Technical |
| 176. | 403038 | Staff Assistant III-Specialist |
| 177. | 403039 | Faculty Assistant III |
| 178. | 403040 | Coordinator II |
| 179. | 403063 | Library Doorchecker |
| 180. | 403064 | Library Assistant II  |
| 181. | 403067 | Library Assistant III |
| 182. | 403067 | Library Assistant III  |
| 183. | 403069 | Library Assistant |
| 184. | 403071 | Library Assistant IV |
| 185. | 403071 | Library Assistant IV  |
| 186. | 403072 | Library Assistant V |
| 187. | 403072 | Library Assistant V  |
| 188. | 403074 | Library Assistant VI |
| 189. | 403076 | Library Assistant VII |
| 190. | 403078 | Curatorial Assistant I |
| 191. | 403079 | Curatorial Assistant II |
| 192. | 403080 | Exhibit Assistant I |
| 193. | 403081 | Preparator |
| 194. | 403082 | Curatorial Assistant III |
| 195. | 403106 | Instruct Lab/Tech Curric Asst |
| 196. | 403124 | Library Assistant VIII |
| 197. | 403127 | Financial Associate II |
| 198. | 403134 | Coordinator I |
| 199. | 404033 | Staff Assistant III (HR) |
| 200. | 404034 | Coordinator I (HR) |
| 201. | 404035 | Coordinator II (HR) |
| 202. | 404036 | Staff Assistant III (FSS) |
| 203. | 404037 | Coordinator I (FSS) |
| 204. | 404038 | Coordinator II (FSS) |
| 205. | 405004 | Comm Professional (N) |
| 206. | 405007 | Financial Professional (N) |
| 207. | 405009 | Ad/FinAid Professional (N) |
| 208. | 405010 | Registrar (N) |
| 209. | 405011 | Stud Serv Professional (N) |
| 210. | 405012 | Admin Professional (N) |
| 211. | 405013 | Administrator (N) |
| 212. | 405015 | HR Professional (N) |
| 213. | 405019 | Library Professional (N) |
| 214. | 513056 | Grndfthrd-Comm Profssnl (N) |
| 215. | 514054 | Fac & Op Professional (N) |
| 216. | 514055 | Fac & Op Professional (N) |
| 217. | 515156 | Grndfthrd-Finance Profssn (N) |
| 218. | 517055 | Admis/FinAid/Rgstr (N) |
| 219. | 517155 | FSS Professional (N) |
| 220. | 517156 | Grndfthrd-Registrar (N) |
| 221. | 517256 | Grndfthrd-Stud Srv Profssn (N) |
| 222. | 518054 | Admin Professional (N) |
| 223. | 518055 | Admin Professional (N) |
| 224. | 518056 | Grndfthrd-Admin Profssnl (N) |
| 225. | 518155 | Administrator (N) |
| 226. | 518156 | Grndfthrd-Administrator (N) |
| 227. | 700060 | DCE Teaching Support |
| 228. | 800053 | Grndfthrd-Devel Prfsnl |
| 229. | 800065 | Grndfthrd-Fac and Op Prfsnl |
| **#** | **Job Code** | **Job Code Description** |
| 230. | 800066 | Grndfthrd-Accountant |
| 231. | 800069 | Grndfthrd-Financial Prfsnl |
| 232. | 800070 | Grndfthrd-Financial Prfsnl |
| 233. | 800071 | Grndfthrd-Financial Prfsnl |
| 234. | 800073 | Grndfthrd-Food Serv Prfsnl |
| 235. | 800076 | Grndfthrd-Ad/FinAid Prfsnl |
| 236. | 800077 | Grndfthrd-Admis/FinAid/Rgstr |
| 237. | 800079 | Grndfthrd-FSS Prfsnl |
| 238. | 800083 | Grndfthrd-Admin Prfsnl |
| 239. | 800084 | Grndfthrd-Admin Prfsnl |
| 240. | 800086 | Grndfthrd-Administrator |
| 241. | 800087 | Grndfthrd-Administrator |
| 242. | 800088 | Grndfthrd-Administrator |
| 243. | 800105 | Grndfthrd-Library Prfsnl |
| 244. | 860054 | PH - Administrative Support |
| 245. | 860454 | PH-Communications Assistant |
| 246. | FN0055 | Financial Operation Supervsr I |
| 247. | FN0056 | Financial Administrator II |
| 248. | FN0057 | Financial Adminstrator III |
| 249. | FN0058 | Financial Administrator IV |
| 250. | FN0059 | Financial Mgmt II |
| 251. | FN0060 | Financial Administration Dir |
| 252. | FN0061 | Financial Administration Dir |
| 253. | FN0062 | Financial Administration Dir |
| 254. | FN0063 | Financial Administration Dir |
| 255. | FN0155 | Financial Administrator I |
| 256. | FN0156 | Research Admin II Pre |
| 257. | FN0157 | Research Admin III Pre-Award |
| 258. | FN0158 | Financial Mgmt I |
| 259. | FN0159 | Research Admin V Pre-Award |
| 260. | FN0160 | Research Administrator Directr |
| 261. | FN0161 | Research Administrator Directr |
| 262. | FN0162 | Research Administrator Directr |
| 263. | FN0255 | Financial Analyst |
| 264. | FN0256 | Research Admin II Pst |
| 265. | FN0257 | Research Admin III Post-Award |
| 266. | FN0258 | Research Admin IV Pre-Award |
| 267. | FN0259 | Research Admin V Post-Award |
| 268. | FN0260 | Financial Operations Director |
| 269. | FN0261 | Financial Operations Director |
| 270. | FN0356 | Research Admin II PrPst |
| 271. | FN0357 | Research Admin III PrePst |
| 272. | FN0358 | Research Admin IV Post-Award |
| 273. | FN0359 | Research Administrator V PrPst |
| 274. | FN0360 | Accounting Director |
| 275. | FN0361 | Audit Director |
| 276. | FN0362 | Financial Operations Director |
| 277. | FN0456 | Banking Ops Loan Supervisor II |
| 278. | FN0457 | Banking Operations Mgmt I |
| 279. | FN0458 | Research Admin IV PrePst |
| 280. | FN0459 | Banking Operations Mgmt III |
| 281. | FN0460 | Audit Director |
| 282. | FN0556 | Financial Ops Supervisor II |
| 283. | FN0559 | Loan Mgmt III |
| 284. | FN0560 | Financial Analyst Director |
| 285. | FN0656 | Accounting I |
| 286. | FN0657 | Financial Ops Management I |
| 287. | FN0659 | Financial Ops Management III |
| 288. | FN0756 | Financial Analyst I |
| 289. | FN0757 | Accounting II |
| 290. | FN0758 | Financial Ops Management II |
| 291. | FN0759 | Accounting Management II |
| 292. | FN0856 | Audit I |
| 293. | FN0857 | Financial Analyst II |
| 294. | FN0858 | Accounting Management I |
| 295. | FN0859 | Financial Analyst IV |
| 296. | FN0957 | Audit II |
| **#** | **Job Code** | **Job Code Description** |
| 297. | FN0958 | Financial Analyst III |
| 298. | FN0959 | Audit IV |
| 299. | FN1058 | Audit III |
| 300. | FS0055 | Admissions Officer I |
| 301. | FS0056 | Admissions Officer II |
| 302. | FS0057 | Admissions Officer III |
| 303. | FS0058 | Admissions Management II |
| 304. | FS0059 | Admissions Management III |
| 305. | FS0060 | Admissions Director |
| 306. | FS0061 | Admissions Director |
| 307. | FS0062 | Admissions Director |
| 308. | FS0063 | Academic Affairs Director |
| 309. | FS0155 | Financial Aid OfficerI/SprvsrI |
| 310. | FS0156 | Financial Aid Officer II |
| 311. | FS0157 | Admissions Management I |
| 312. | FS0158 | Financial Aid Management II |
| 313. | FS0159 | Financial Aid Management III |
| 314. | FS0160 | Financial Aid Director |
| 315. | FS0161 | Financial Aid Director |
| 316. | FS0162 | Student Services Director |
| 317. | FS0255 | Registrar Supervisor I |
| 318. | FS0256 | Registrar Officer I/Sprvsor II |
| 319. | FS0257 | Financial Aid Officer III |
| 320. | FS0258 | Registrar Management II |
| 321. | FS0259 | Registrar Management III |
| 322. | FS0260 | Registrar Director |
| 323. | FS0261 | Registrar Director |
| 324. | FS0262 | Academic Affairs Director |
| 325. | FS0355 | Student Serives Supervisor I |
| 326. | FS0356 | Sdt Srvcs Officer I/Sprvsor II |
| 327. | FS0357 | Financial Aid Management I |
| 328. | FS0358 | Student Services Management II |
| 329. | FS0359 | Student Services Mgmnt III |
| 330. | FS0360 | Student Services Director |
| 331. | FS0361 | Student Services Director |
| 332. | FS0455 | Academic Affairs Supervisor I |
| 333. | FS0456 | Academic Affairs Officer I |
| 334. | FS0457 | Registrar Management I |
| 335. | FS0458 | Academic Affairs Management II |
| 336. | FS0459 | Academic Affairs Mgmnt III |
| 337. | FS0460 | Academic Affairs Director |
| 338. | FS0461 | Academic Affairs Director |
| 339. | FS0555 | Career Services Supervisor I |
| 340. | FS0556 | Career Advisor I |
| 341. | FS0557 | Student Services Management I |
| 342. | FS0558 | Career Services Management II |
| 343. | FS0559 | Career Services Mgmnt III |
| 344. | FS0560 | Career Services Director |
| 345. | FS0561 | Career Services Director |
| 346. | FS0655 | Executive Education Sprvisor I |
| 347. | FS0656 | Exc Edu Officer I/ Sprvisor II |
| 348. | FS0657 | Acadmic Afrs Officer II/Mgnt I |
| 349. | FS0658 | Executive Education Mgmnt II |
| 350. | FS0757 | Career Advisor II |
| 351. | FS0758 | Admissions Officer IV |
| 352. | FS0857 | Career Services Management I |
| 353. | FS0858 | Student Services Officer III |
| 354. | FS0958 | Academic Affairs Officer III |
| 355. | FS1057 | Executive Education Mgnt I |
| 356. | FS1157 | Student Services Officer II |
| 357. | HR0056 | Training Specialist II |
| 358. | HR0057 | Senior Training Specialist |
| 359. | HR0058 | Training Manager I |
| 360. | HR0059 | Training Manager II |
| 361. | HR0060 | Training Director |
| 362. | HR0061 | HR Director |
| 363. | HR0062 | Training Director |
| **#** | **Job Code** | **Job Code Description** |
| 364. | HR0063 | HR Director |
| 365. | HR0064 | HR Director |
| 366. | HR0155 | Work Life Analyst I |
| 367. | HR0157 | Training Program Manager |
| 368. | HR0158 | Performance Consultant |
| 369. | HR0160 | HR Director |
| 370. | HR0161 | Compensation Director |
| 371. | HR0162 | HR Director |
| 372. | HR0256 | HR Generalist I |
| 373. | HR0257 | Career Development Specialist |
| 374. | HR0258 | Career Development Consultant |
| 375. | HR0259 | HR Management I |
| 376. | HR0260 | Labor Relations Director |
| 377. | HR0261 | Benefits Director II |
| 378. | HR0262 | Labor Relations Director |
| 379. | HR0357 | HR Generalist II |
| 380. | HR0358 | HR Generalist III |
| 381. | HR0359 | Labor Relations Officer III |
| 382. | HR0360 | Recruiting Director |
| 383. | HR0456 | Recruiter I |
| 384. | HR0457 | Labor Relations Officer I |
| 385. | HR0458 | Labor Relations Officer II |
| 386. | HR0460 | Benefits Director I |
| 387. | HR0556 | Compensation Analyst |
| 388. | HR0557 | Recruiter II |
| 389. | HR0558 | Recruiting Manager |
| 390. | HR0559 | Compensation Officer III |
| 391. | HR0560 | Work Life Director |
| 392. | HR0656 | Benefits Consultant I |
| 393. | HR0658 | Compensation Officer II |
| 394. | HR0659 | Benefits Manager II |
| 395. | HR0756 | HR/Payroll/Sys Specialist I |
| 396. | HR0757 | Benefits Consultant II |
| 397. | HR0856 | HR Data Analyst I |
| 398. | HR0857 | HR/Payroll/Sys Specialist II |
| 399. | HR0858 | Benefits Manager I |
| 400. | HR0859 | HR Data Analyst IV |
| 401. | HR0956 | HR Business Analyst |
| 401. | HR0956 | HR Business Analyst |
| 402. | HR0957 | HR Data Analyst II |
| 402. | HR0957 | HR Data Analyst II |
| 403. | HR0958 | HR/Payroll/Sys Specialist III |
| 403. | HR0958 | HR/Payroll/Sys Specialist III |
| 404. | HR0959 | HR BusAnalystIII/Product Mgr |
| 404. | HR0959 | HR BusAnalystIII/Product Mgr |
| 405. | HR1056 | Work Life Analyst II |
| 405. | HR1056 | Work Life Analyst II |
| 406. | HR1057 | HR Business Analyst I |
| 406. | HR1057 | HR Business Analyst I |
| 407. | HR1058 | HR Data Analyst III |
| 407. | HR1058 | HR Data Analyst III |
| 408. | HR1157 | Work Life Analyst III |
| 408. | HR1157 | Work Life Analyst III |
| 409. | HR1158 | HR Business Analyst II |
| 409. | HR1158 | HR Business Analyst II |
| 410. | HR1258 | Work Life Analyst IV |
| 410. | HR1258 | Work Life Analyst IV |
| 411. | RS0160 | Natural Sciences Director |
| 411. | RS0160 | Natural Sciences Director |
| 412. | RS0161 | Natural Sciences Director |
| 412. | RS0161 | Natural Sciences Director |