

HR Job Titles Project

Staff Council Briefing · April 14, 2026

Presented by Matt Gallegos, Executive Director, Southwest Innovation Alliance
HR Salary Project Committee

NEW MEXICO TECH
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Today's Agenda

30-minute briefing on the HR Job Titles project — where we started, what we built, and what it means for you

The Problem

We started with 523 unique job titles across 9 loosely defined categories — no consistent structure, no shared leveling, and no framework connecting titles to responsibilities or pay.

Our Process

The committee followed five structured phases — from current-state assessment through validation, matrix design, tools, and communication planning.

Key Documents Built

Job Title and Level Guide (v3.0) · 565-page Position Description Handbook · Position Classification Web Platform (beta)

Infographics / Key Data

Visual data summaries — before/after title structure, job family grid, salary matrix, five-phase process timeline, and outcome framework — to make the work tangible for staff.

What It Means for You

This framework directly supports four outcomes for staff: visible career advancement pathways, competitive hiring, institutional internal equity, and eventually equitable compensation management.

What's Next

All deliverables are pending final Cabinet review, with subsequent input from the campus community, and final presentation to the Board of Regents. Once approved, staff will receive individual notifications about their classification and career path.

Committee Membership and Charge

Mikell Coleman

Former Director
Research Compliance

Matthew Gallegos

Exec. Director
Southwest Innovation Alliance

Angie Gonzales

Assoc. Director
Human Resources

Randy Saavedra

Director
Equal Opportunity / AA

Jo Anne Salome

Director
Human Resources

Committee Charge

"Develop a comprehensive framework that includes job descriptions, a pay matrix, and a career advancement strategy for NMT staff to promote equity, support career growth, and ensure competitive compensation — while fostering consistency and alignment in HR titles and practices."

Where We Started: The Problem

Before this project — 523 unique titles, no consistent structure, no career framework, no shared basis for equitable pay

523

UNIQUE JOB TITLES

across 9 categories with no consistent structure

⚠ Without a common baseline, unit- and position-specific titles complicated hiring, made equity assessment unreliable, and left employees with no clear pathway for career advancement.

Prior Category	Unique Titles
Administration/Management	172
Research Staff	96
Technical & Operations	90
Information Technologies	35
Skilled Craft	35
Maintenance & Facilities	31
Administrative/Clerical	26
Business & Finance	22
Police/Safety/Compliance	16
TOTAL	**523**

Project Scope: What This Is — and Is Not

WHAT THIS PROJECT IS…

Standardizing job titles across all campus units

Creates one shared language for roles institution-wide

Organizing titles into a coherent job family model

Logical groupings that reflect how work actually functions at NMT

Defining functional levels of work and responsibility

Five levels from Entry through Managerial/Executive — with clear criteria

Tools for career development and HR decision-making

Level guides and the position classification web platform

WHAT THIS PROJECT IS NOT…

Not about demoting staff

The purpose is alignment of titles to duties — not to penalize employees. Functional clarity improves institutional consistency, not individual status.

Not a compensation market study

A market benchmarking study was deferred due to cost. However, the structure created here makes that future study straightforward to conduct.

Does not eliminate working titles

Departments may continue using working titles for recruiting, business cards, websites, and public-facing communication.



Committee Process: Five Project Phases

1

Spring 2025

Current State Assessment

Document review and inventory of all 523 existing job titles across every campus unit. Role clarification, initial categorization, and identification of structural gaps in the existing system.

2

Summer–Fall 2025

Job Title & Level Guide (v1–v3)

Job Title and Level Guide spreadsheets developed across three major iterations: v1.0 Initial Framework (Spring 2025), v2.0 Cabinet Validation (Summer 2025), v3.0 Current Draft (Fall 2025). Built in partnership with all Executive Cabinet divisions.

3

Spring 2026

Handbook & Beta Site

Development of the 565-page Position Description Handbook with full job descriptions for all 246 positions. Launch of the Position Classification Web Platform beta on Google Sites for staff-facing navigation of the classification hierarchy.

4

Fall 2026

Career Advancement

Development of career advancement strategies. Career ladder framework defining advancement plans within and across job families.

5

Spring 2027

Training & Communication

Training materials for HR staff, supervisors, and unit leaders on using the new framework. Communication strategy to convey equity and clarity to all NMT employees. Individual employee notifications and rollout support.

Where We Are Today: The New Structure

Three major iterations produced a purposeful, institution-wide classification framework validated by Executive Cabinet

10 Job Families

58 Subfamilies

246 Position Titles

5 Career Levels



M Management & Admin 6 sub · 32 positions	**R** Research Staff 6 sub · 19 positions	**B** Business & Finance 3 sub · 11 positions	**I** Information Technologies 8 sub · 39 positions	**T** Technical & Operations 6 sub · 28 positions
C Student Affairs & Campus Life 4 sub · 19 positions	**A** Administrative & Clerical 4 sub · 11 positions	**S** Skilled Craft Professionals 8 sub · 39 positions	**F** Facilities & Maintenance 6 sub · 22 positions	**P** Safety & Compliance 7 sub · 26 positions

Job Family

The broadest grouping of roles sharing related functions and skill sets — a standard structural element in modern university HR classification. Job Families for NMT's workforce is informed by industry frameworks and peer-institutions, with the goal of enabling consistent cross-unit comparisons.

Subfamily

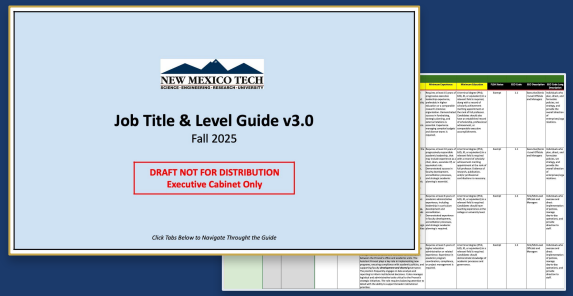
A focused cluster of positions within a Job Family that share a specific functional area, skill set, or operational domain. Subfamilies provide the mid-tier precision needed for career ladder design, department-level workforce planning, and eventually salary comparisons.

Position Title

A standardized, leveled role within a Subfamily, carrying defined duties, minimum qualifications, education requirements, and eventually a pay grade. Position Titles replace ad hoc, unit-specific titles with institution-wide consistency — the foundation for equitable hiring and advancement.

Deliverable 1: Job Title and Level Guide (v3.0)

The foundational classification document — built through three major iterations with Executive Cabinet validation



v3.0 · Fall 2025

- v1.0 — Initial Framework (Spring 2025)
- v2.0 — Cabinet Validation (Summer 2025)
- v3.0 — Current Draft (Fall 2025)

Built in partnership with all Executive Cabinet divisions

Organizational Structure

All 246 NMT staff titles organized into a three-tier hierarchy: Job Title → Subfamily → Job Family, with unique alphanumeric job codes (e.g., I40004 for Web/App Development Specialist)

Content Per Title

Each title includes: a general position description, minimum qualifications, minimum education requirements, and FLSA classification status

Five-Level Framework

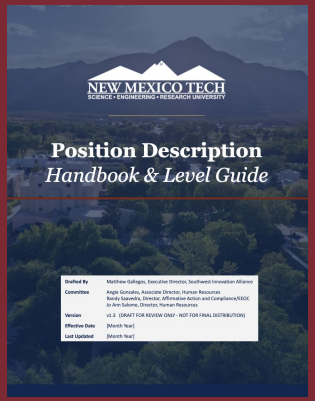
Roles are leveled as Entry, Intermediate, Senior, Lead, and Managerial/Executive — defined by scope, complexity, independence, and supervisory responsibilities

Impact: 53% Title Reduction

Reduced 523 fragmented, inconsistent titles to 246 structured, leveled classifications — providing the shared language NMT needs for equitable HR decisions

Deliverable 2: Position Description Handbook & Level Guide

Full job descriptions for all 246 positions — the major operational guide for HR, supervisors, and employees



246 full position descriptions
v1.3 — April 2025

565

PAGES

Prepared by the HR Job Titles Committee

What Each Position Description Contains

- Position summary — core function and institutional purpose of the role
- Essential duties and primary responsibilities
- Minimum qualifications — education, experience, and licensures required
- Level descriptor — scope of work, complexity, independence, and supervisory authority

HR Staff

Use to guide position classification, write accurate job postings, support hiring decisions, and fulfill EEOC and affirmative action reporting obligations

Supervisors

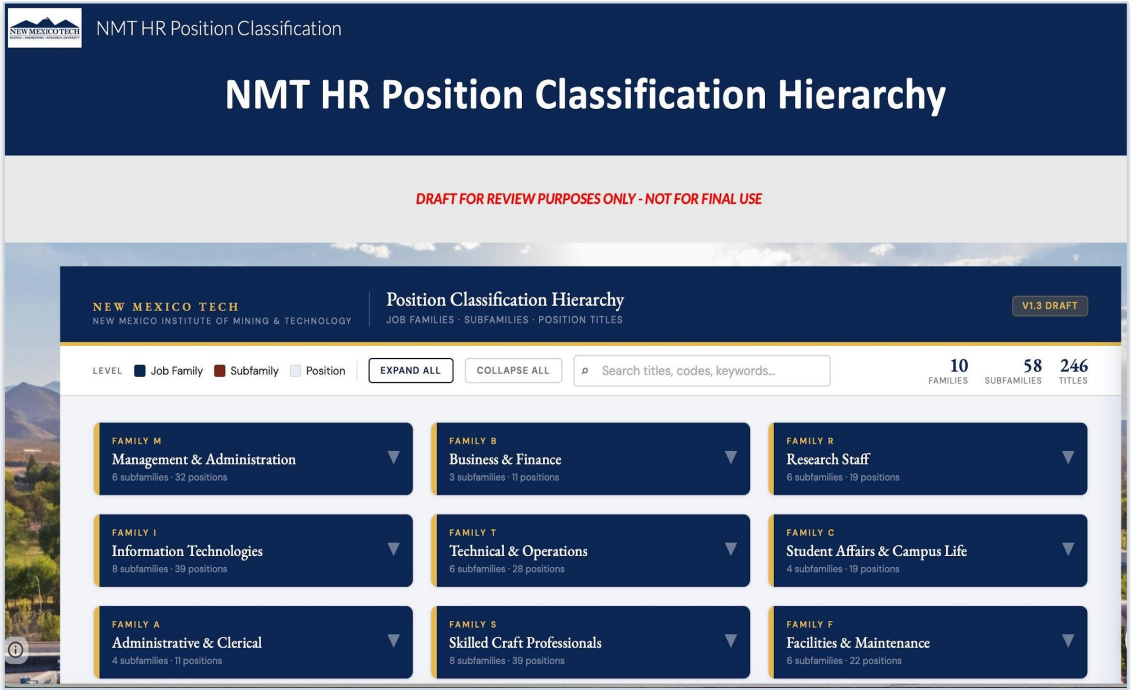
Use to anchor performance conversations, develop career growth plans for staff, and ensure position evaluations are grounded in documented criteria

Employees

Use to understand what your role requires, where it sits within the institution's structure, what advancement looks like at the next level, and how to prepare for it

Deliverable 3: Position Classification Web Platform (Beta)

A navigable digital interface for all staff — currently hosted on Google Sites, pending migration to NMT's official web platform



Full-Text Search

Search all 246 position titles, job codes, subfamilies, or keywords to instantly locate any classification in the system

Hierarchical Navigation

Expandable/collapsible view of the full three-tier structure: Job Family → Subfamily → Position Title with subfamilies and position counts displayed

Public Accessibility

Designed as a staff-facing reference accessible to all NMT employees, supervisors, and HR staff without special credentials

Migration Path

Currently a Google Sites beta. The system is designed to migrate cleanly to whatever web platform NMT selects going forward — no data is locked in

What This Framework Means for NMT Staff

A successful job title project is not an HR administrative exercise — it is the foundation for four institutional outcomes

I Competitive Hiring

- Job postings reflect standardized titles, levels, and pay ranges
- Pay ranges signal transparency to applicants
- Consistent titles reduces post-hire friction when new staff compare roles internally

II Career Advancement

- Employees can see their level within a job family and the path forward
- Promotions anchored to defined level criteria — not subjective judgment alone
- Supervisors have a shared framework for development conversations
- Internal mobility becomes visible, structured, and attainable

III Internal Equity

- Employees in equivalent roles evaluated against the same grade and pay range
- Pay decisions no longer dependent on who negotiated what at hire
- Enables HR to surface inequities by unit, tenure, or demographic group
- Supports a culture where staff trust that compensation reflects contribution

IV Compensation Management

- Pay grades tied to defined roles, not negotiation history or informal precedent
- Salary decisions defensible and consistent across all campus units
- Identifies pay compression and equity gaps by grade level

Title Consistency as a Foundation for Institutional Equity

"When job titles mean the same thing across the institution, equity assessment becomes possible."

BEFORE

The Problem

With 523 inconsistent titles, NMT could not assess whether employees doing similar work were compensated equitably. 523 titles meant 523 individual comparators — making any meaningful institutional equity analysis impossible to conduct.

NOW

What Consistent Titles Enable

HR can now define career pathways by title and grade: What does progression within a job family look like? Are advancement opportunities consistent across demographic groups? Can EEOC and affirmative action reporting reference accurate, comparable data? When a compensation review is eventually conducted, the answer will be: YES.

RESULT

The Institutional Commitment

Title standardization is not just an administrative act — it is a prerequisite for meaningful equity analysis and career pathway development. This project created that prerequisite. Consistent titles make it possible to define advancement paths within and across job families, and to surface compensation patterns by unit or demographic group when that review is ready to be conducted.

What's Next and How to Stay Engaged

This work is complete — but the path to implementation begins now

A Deliverables Under Review / In Development

All committee deliverables (1-3) are either under review or in active development. The Job Title and Level Guide (v3.0) and Position Description Handbook are complete. The Position Classification Web Platform is in beta. No changes to individual classifications will be made until this project has been reviewed by the campus community with eventual submission to the Board of Regents for approval.

B Implementation Strategy

Coordination with the President and HR to devise an implementation strategy, training approach, and communication plan for the NMT community. Ultimately, the goal is to ensure the classification framework can be integrated into the Banner upgrade currently underway, creating a sustainable, system-level foundation for HR operations going forward.

C Web Platform Migration

The current beta Google Sites platform will be migrated to NMT's official web infrastructure once the institution selects its new platform. The content and structure are fully documented and portable. The goal is a permanent, staff-accessible resource that is maintained and updated by HR over time.

D Future Compensation Review

This project intentionally deferred any compensation comparisons to a later date. However, the structure we have built, that includes consistent titles and level definitions, will make such comparisons feasible and meaningful. Reviewing pay across the institution and assessing equitable distributions will be a recommended future project.

Questions? Contact Matt Gallegos · Phone: 505-321-0806 · Email: matthew.gallegos@nmt.edu

COMMENTS / QUESTIONS / FEEDBACK?

246
Structured Position Titles Created

565
Page Position Description Handbook

10
Job Families Systematized

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