

Quick Reference Guide: Do We Need a Reclassification?

Discussion Guide for Unit Leaders and HR Partners

Reclassifications should be initiated by a unit people leader in collaboration with their HR partners to **create stronger strategic alignment, not to target an individual employee**. This quick reference guide is designed to be a resource for unit leaders and HR partners who are considering reclassifying a role. This guide helps identify the appropriate workforce tool for your unique situation.

Discussion Questions

1. What job duties are critical to our goals? What is not being performed today and/or accounted for? What job duties are no longer critical, but are being performed and/or accounted for?
2. Which role(s) should be performing these critical duties? Is the role(s) currently filled?
3. Are the desired job duties currently being performed by an employee or another role within our unit/department? If so, are there any job duties that no longer apply?
4. How will these changes impact other roles in the department? Are any other roles performing these duties? If so, clearly identify the differences in levels of responsibility between roles.
5. Do the proposed job duty changes fall within the scope of the current role? Is there a current job description to compare to or is this a new role? Does the position meet the criteria for a Supervisory designation?

What about “other duties as assigned?”

Job descriptions include nine job duties which are the principal job duties encompassing most of the employee’s responsibilities. The tenth job duty, “Other duties as assigned” is included in every job description. When considering a reclassification, it is common to discuss “other duties as assigned”. While not exhaustive, these “rules of thumb” can be helpful for leaders and HR partners to consider when determining if a classification review is warranted.

Other duties as assigned ARE duties:

- Related to the job but not specifically identified in the other duties,
- Related to the job but not known at the time of the job creation,
- Fall within scope (breadth and depth) of the role, and/or
- Tasks of an incidental nature, or that are infrequent, or constitute an emergency, for which it is impractical to include in the official job description.

Other duties as assigned ARE NOT duties:

- That extend beyond the scope of the level of the role, and/or
- That are not specifically related to the role.

If “other duties” added are permanent and expand or contract the scope of the role, then a classification review may be warranted.

KEY QUESTION



If the role was vacant, would you make changes to the role to align the role with the unit’s strategy?

If “YES,” then a classification review may be warranted.

If “NO,” a reclassification is unlikely needed.

Possible Solutions

Use this guide to identify the appropriate solution and next steps for your specific situation. The guide addresses the most common scenarios but is not inclusive of all possible scenarios.

IF...	Then...
Job duty changes fall <u>within</u> the current scope of the role.	Leaders should meet with employees to discuss changes, re-clarify expectations, and update goals.
Job duty changes fall <u>outside</u> the scope of the current role AND do not account for most of the total responsibility.	Additional discussion is needed to determine the appropriate workforce tool.
Job duty changes fall <u>outside</u> the scope of the current role AND account for <u>most of</u> the total responsibility.	The unit should move forward requesting a classification review.
Desired job duties <u>are not being performed</u> .	Identify the desired time frame needed and create a road map for change. Then, create and post the role.
Desired job duties <u>are currently being performed</u> by the incumbent.	The unit should move forward requesting a classification review.
Desired job duties are <u>currently being performed</u> by different role(s).	Additional discussion is needed.
Proposed job duty changes are for a specified period.	The unit should consider an acting/interim appointment and supplemental pay.
An incumbent is performing job duties that <u>are not</u> critical to the strategic goals of the unit.	The leader should meet with the employee to clarify expectations, update goals, and discuss career development opportunities.
Proposed job duty changes are intended to retain a current employee but <u>are not</u> critical to the strategic goals of the unit.	Reclassification is not an effective retention tool. Additional discussion is needed to determine an effective strategy to retain the employee.
Proposed job duty changes are intended to reward an employee for strong performance, longevity, etc. but <u>are not</u> critical to the strategic goals of the unit.	Reclassification is not a tool to reward performance or longevity. Additional discussion is needed to determine an effective strategy to address the unit's needs.

Definitions

Classification Review – A review of the key factors influencing the classification of a role: (1) duties, responsibility, and impact, (2) scope and complexity, and (3) majority of duties. This evaluation may result in a reclassification.

Reclassification - A change to the classification of an existing staff role which may include changes to the job code, position title (job duties), and pay group. This occurs when there are permanent and substantial changes in job duties to enable a unit to achieve its goals.

Helpful Reminders

- Reclassifications target a role's scope and responsibilities.
- Reclassifications are employee agnostic, meaning reclassification is needed regardless of the employee in the role.
- To address an individual employee's pay, consider pay adjustment tools like a(n) compression, equity, market, or in-range adjustment.
- To address an individual employee's performance, consider tools like awards & recognition, performance management, stretch assignments, or merit increases.

Questions? People Leaders – contact your primary HR contact. HR partners – contact your next-level HR Leader.