

# Quick Reference Guide: Reclassification Collaborative Partners

## HR Partner Guide

Each reclassification is unique and may require different steps or special considerations depending on the situation. This guide is designed to be used after a leader and HR partner determine a reclassification is appropriate. This guide helps determine which collaborative partners to engage.

### Questions

1. Is the proposed reclassified role new or does it currently exist?
2. Is the proposed reclassified role part of a central job family (i.e., IT, HR, Communications)?
3. Is the unit considering reclassifying a filled role?
4. Has the employee been in their role for 12 months?
5. Are there any documented performance issues with the employee in the past 12 months?
6. Are there other employees in the unit/department or across the Institute that may be qualified for the reclassified role?
7. Will the reclassification result in an employee supervising their current peers?
8. Will the reclassification result in a staff employee supervising a faculty position(s)?
9. Does the unit have a history of reviews or complaints related to hiring practices
10. and/or discrimination?
11. Does the unit have ongoing or recent employee relations or equity issues?

### Collaborative Partner Engagement Guide

The guide addresses the most common scenarios to engage a collaborative partner. This guide addresses the most common scenarios. Contact your next-level HR leader for guidance around scenarios not addressed below.

IF...	Consider engaging	Value added
The desired role (job code, position title, job duties) does not exist in JCCS	GTHR Compensation	<ul style="list-style-type: none"> <li>• Identify the current JCCS role that meets the unit's needs</li> <li>• Identify job-family impact</li> </ul>
The proposed desired role and/or job duties are related to a central job family	The primary HR contact(s) for the central job family	<ul style="list-style-type: none"> <li>• Identify the strongest role to meet the unit's needs</li> </ul>
The reclassification impacts a filled role The current employee: <ul style="list-style-type: none"> <li>• Has been in current role for less than 12 months,</li> <li>• Has documented performance issues in the past 12 months, and/or</li> <li>• Will be supervising current peers.</li> </ul>	<ul style="list-style-type: none"> <li>• Next-level HR leader (e.g., HRBP, College HR Director, Asst Dir-HR, Exec Dir-HR)</li> <li>• Employee Relations</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and outline potential risks and rewards to the unit,</li> <li>• Propose multiple solutions to the unit (if applicable),</li> <li>• Provide recommendations to increase the rate of success</li> </ul>
The unit has an ongoing, or recent history of, reviews or investigations related to hiring practices and/or discrimination		
The reclassification will result in a staff employee supervising a faculty role(s)	Faculty Affairs	<ul style="list-style-type: none"> <li>• Identify potential risks and co-develop a plan to ensure faculty career path is not negatively impacted</li> </ul>

## Reclassifying a Filled Role

Engaging collaborative partners when reclassifying a filled role, **ensures the leader is aware of all potential risks and benefits before making their final decision.**

**After meeting with the unit leader, the HR partner should meet with their senior HR leader (Asst Dir – HRBP, Exec Dir – HRBP, HR Director) and:**

- Review the circumstances and benefits/risks of potential options formulated with the leader,
- Identify additional potential solutions to propose to the unit (as appropriate),
- Identify any additional concerns, and
- Determine if the situation requires engaging GTHR Employee Relations or another collaborative partner (*i.e., Faculty Affairs, Organizational Design, etc.*).

**GTHR Employee Relations should always be consulted when:**

- The reclassification results in a demotion for the incumbent,
- The reclassification results in position elimination, and/or
- The HR partner/Leader is aware of ongoing or a history of reviews or complaints of hiring practices, discrimination, employee relations, or equity issues in the unit/department.

The leader and HR partner may determine they want to consult with GTHR Employee Relations based on circumstances not listed above.

## Engaging Employee Relations

When engaging ER, the HR partner should:

1. Provide a summary of the situation including benefits/risks,
2. Identify alternatives or additional solutions (if applicable),
3. Identify specific considerations or concerns for ER to review (*e.g., other employees qualified for role, specific skillset required, history of ER complaints, etc.*), and
4. Provide HR partner's recommendation (*i.e., post or reclassify incumbent*)

In most cases, the ER Consultant will provide a recommendation and/or next steps for the unit. The ER Consultant may request additional information from the unit prior to providing a recommendation.

In rare cases, the ER Consultant may identify an issue that must be resolved prior to moving forward. Once additional coordination is complete, the unit leader will review the feedback, including recommendations from the HR partner and SMES, and make the final decision.

## Helpful Reminders

- Leaders weigh several factors when they determine to post or reclassify a current employee into a role. Engaging collaborative partners ensures the leader has the information they need – including potential benefits and risks – to make a fully-informed decision.
- Every Reclassification is unique and requires different support from different partners.
- In most cases, the collaborative partner will issue a recommendation from their lens of expertise. In rare cases, the partner may identify an issue that must be resolved prior to moving forward.

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