

Posting vs Reclassification Toolkit

As a leader seeks to align their unit/department to its strategic objectives, they may determine they need a new role to deliver their strategic goals. This often occurs when a leader is engaged in organizational design or considering a reconfiguration or restructuring. **The standard practice is to post an open role, however, there are circumstances when a reclassification of an incumbent employee into a role is more appropriate.**

Leaders weigh several factors when they determine to post or reclassify a role. When making this decision, the leader needs to ensure they have the information they need – including potential benefits and risks – so they can make a fully informed decision for their organization.

This toolkit is designed for leaders and HR professionals (HR partners, ER Consultants, etc.) to determine the best action for a particular situation. The guide includes:

- [Posting / Reclassification General Guidelines](#)
- [Benefit / Risk Analysis Tool](#)
- [Coordinating with GTHR Employee Relations](#)

Posting/ Reclassification General Guidelines

Georgia Tech is committed to attracting, advancing, and celebrating our workforce to enable our mission to develop leaders who advance technology and improve the human condition. Creating and ensuring a transparent, consistent, and competitive career structure is part of this commitment. **This is why it is standard practice to post an open role. However, there are circumstances when a unit may decide it's more appropriate to reclassify a filled role.** These guidelines are helpful in determining the strongest action based on a unit's specific situation.

Posting MAY be appropriate when:

- Multiple current staff at Georgia Tech are qualified for the open role.
- The department/unit has ongoing or recent employee relations or equity issues.
- The department/unit has a history of reviews or complaints related to hiring practices and/or discrimination.
- The role is currently filled by an employee in an Acting or Interim assignment for less than 12 months.

Reclassification MAY be appropriate when:

- The department submits a job description update to GTHR Compensation to reflect duties being performed for 6 months or more. GTHR Compensation determines the updated duties fall outside of the scope of the current role and recommends reclassification.
- The department has identified the need for a permanent, full-time role, but does not have funding for a new role.
- An employee whose job is being eliminated is qualified for the open role in the department and will be placed into the role by management.
- Senior management makes a strategic decision based on the critical needs of the department and the specialized skill set of the individual.
- An employee on an Acting or Interim assignment has exceeded expectations, has a specialized skill set critical to the strategic needs of the unit, and/or has been on an Acting or Interim assignment for over 12 months.

NOTES:

Reclassifications impacting filled positions may require additional coordination with GTHR. This may include providing additional information regarding budget, work experience, and/or qualifications.

All job eliminations must be reviewed by GTHR and may be subject to the USG Reduction in Force Policy. Affiliate, Limited-Term, Contract, Student, and Temporary positions cannot be reclassified.

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Benefit/Risk Analysis Tool

When units review the reclassification posting guidelines, they may find their situation falls under both recommendations – consider posting and consider reclassification. This tool allows units to weigh the benefits and risks of posting and reclassification as objectively as possible.

Step 1 Create two by two box with the following categories:

	Benefits	Risks
Post		
Reclassify		

Step 2 In the Benefits/Post box, list all benefits to posting the role. In the Benefits/Reclassify box list all benefits of reclassifying the role.

Step 3 Next, list any risks to posting the role in the Post/Risk. Then, list any risks to reclassifying in the Reclassify/Risk box.

Step 4 Circle any items that show up in more than one box (exp., an item is listed under post/benefits and reclassify/risk).

Step 5 (opt.) To calculate “weights”, use a scale of 1-3 with 1 being “low” and 3 being “high” rank the value of each item listed. For each row (post, reclassify) subtract the “risk” value from the benefits value for the total “weight” of each option. The row with the highest total is the strongest option.



Certain reclassifications **always** require additional coordination with GTHR.

- 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 reclassification results in a **demotion** for the incumbent.
- The reclassification results in a **position elimination**.

Coordinating with GTHR Employee Relations

When for the meeting with an ER Consultant, the HR partner should:

1. Provide a summary of the situation and benefits/risks to reclassifying the filled role.
2. Identify any alternatives or additional solutions (if applicable).
3. Identify additional considerations or concerns for the ER Consultant to review. (e.g., *other employees qualified for role, specific skillset required, history of ER complaints, etc.*)
4. 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. GTHR Employee Relations 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.

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