

## **Procedure IV.4001.A.j, Reclassification and Reorganization**

### **Associated Policy**

Policy IV.4001.A, Compensation

### **Procedure**

The Compensation team in Human Resources is tasked with maintaining a competitive salary structure and processes in order to attract and retain qualified employees in all College positions. The Compensation team takes a proactive stance in regularly updating labor market data and conferring with College leaders to maintain that equilibrium between remaining competitive and staying within the boundaries of the College's available resources. The focus is to balance the needs of the organization while still considering the value that each position contributes.

In the course of time, positions may change for various business reasons such as reorganizations, regulatory requirements, or significant changes in responsibilities and job duties. In those situations, a position incumbent or leader may request a review of the position by the Compensation team.

San Jacinto College analyzes each of its jobs to determine the basic components:

- Main responsibilities: key duties, major and minor tasks, redundancy of the work, impact of decision-making, accountability, and the degree of supervision required
- Primary purpose: expected results, importance to the overall objectives, and placement within an organization
- Key requirements: experience, professional and/or technical know-how, problem solving abilities, skills, and physical demands

The term "knowledge" refers to a body of information applied directly to the performance of a function. When jobs are evaluated, it is important to consider that knowledge can be acquired through many different methods and education is just one method. Previous experience may often be preferred over education for some jobs. While education is always considered, it is not the only or necessarily the most important factor when determining the value of a job. The requirements of each job are determined by the mixture of education, experience, professional/technical knowledge, abilities, and skills considered optimal for that particular job.

### **Evaluation and Reclassification Process**

Position evaluations and/or reclassifications may be initiated for business reasons as well as offer an opportunity for non-teaching staff employees and leaders to request a review of their position's classification. Among the reasons for requesting a review include:

- The position description does not accurately describe the nature of the current position
- The job duties and responsibilities have changed significantly
- The minimum requirements/qualifications for the position have changed significantly

- The labor market value of the position has changed significantly
- Regulatory requirements have changed

The position incumbent or the respective leader may request a review of the position by the Compensation team. The request for review must be approved up through their leadership chain of command to their respective Strategic Leadership Team (SLT) member. If the SLT member approves the request for a review of the position(s), he/she will forward the request to the Compensation team in Human Resources for evaluation.

The Compensation team will review the approved request and analyze the position(s) based on the analysis methodology stated above. The Compensation team may contact the position incumbent and/or leader to gather additional information regarding the request. The Compensation team evaluates positions based on the external labor market while also focusing on internal factors that help define and differentiate jobs.

The results of the compensation evaluation and associated recommendation are reported back to the requesting SLT member within a reasonable time period. The SLT member will consider the recommendation from the Compensation team and if approved, will seek approval by the Chancellor when necessary. Following final approval or disposition, the SLT member will forward the response back through the chain of command to the original requesting leader for explanation and/or appropriate action. The immediate leader is always responsible for informing the position incumbent of the outcome of the initial request.

## **Reorganization**

A leader may consider a reorganization for business reasons including cost savings, expediency in processes, combination or separation of jobs, elimination of programs, or growth of new initiatives. Such reorganizations generally involve changes in jobs or structures. These changes may affect departments, divisions, or the entire organization. It is imperative that the reorganization is well-planned and defined to minimize disruption of the College's business. Reorganizations involving significant changes in position duties, organization structure, business processes, leadership changes, promotions, demotions, elimination of positions, or creation of new positions, must have the approval of the Chancellor prior to any implementation.

A reorganization proposal must include:

- Definition of the problem to be solved or opportunity to be gained
- Current and future organization charts
- Job descriptions for new or changed positions
- Availability of required resources
- Names and titles of employees to be affected
- Determination of new skills required, with training needs and resources
- Impact to other departments, positions, employees, or students
- Timeframe required
- Projected cost impact
- Communication plan

Support for reviewing and preparing a reorganization plan can be requested through the Human Resources Department.

With the Chancellor’s preliminary approval, the reorganization proposal must be submitted to Human Resources for evaluation of changes to existing positions, creation of new positions, elimination of positions, reassignment of employees, and Affirmative Action impact.

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Effective Date	December 4, 2018
Associated Policy	Policy IV.4001.A, Compensation
Primary Owner of Policy Associated with the Procedure	Vice Chancellor, Human Resources
Secondary Owner of Policy Associated with the Procedure	Vice President, Human Resources

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