



Job Audit Guide

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State of Minnesota Job Classification System

The state is required by statute to have a job classification system:

- to have a consistent method for comparing similar and different jobs
- To ensure a fair, merit-based vacancy-filling process
- To serve as a framework for bargaining units
- To ensure pay equity among positions performing similar/equivalent work

Purpose of a Job Audit

The purpose of a job audit is to ensure positions are assigned to the appropriate bargaining unit and job classification. A Job Classification (Job Class) is a title given to a group of positions performing similar enough in kinds of work performed, degrees of difficulty, levels of independence and variety of responsibilities to be categorized together with the same title and compensation.

1. New positions are audited to establish the position.
2. A reclassification occurs when an existing position moves to a higher, lower, or equivalent classification by either a reallocation or a change in allocation. There are two types of reclassifications: "Reallocation" and "Change in Allocation". They are defined as:
 - a) **REALLOCATION:** Position duties and responsibilities have changed substantially over a period of time. Change is graduate vs abrupt. Reclassifications are NOT for...
 - When duties change for a temporary period.
 - When the amount/volume of the same work has changed.
 - When you want to give a position's incumbent a pay raise.
 - When the position incumbent has been at the top of the range for a while.
 - When you want to reward the position's incumbent.
 - When the position's incumbent obtains new or better credentials.
 - When the employee is a high performer, and you want to reward them.
 - When you want to save money.
 - b) **CHANGE IN ALLOCATION:** Position duties and responsibilities have changed substantially in an abrupt manner (e.g., reorganization). When the position's classification changes under a "Change in Allocation", the position constitutes a vacancy, and the incumbent will have to compete for the role.

When to Review, Update and/or Request a Job Audit

REVIEW

Annually:

Position descriptions should be reviewed annually. This is usually timed in conjunction with an employee's annual performance evaluation.

Reviewing position descriptions is important for ensuring that employee classifications are an accurate reflection of their regular job duties. MMB has a classification system in place, so employees being accurately classified achieves MMB and Minnesota State's objective of utilizing a fair and accurate classification system.

UPDATE

Organizational Need:

Updates can be made without the need to complete a job audit at Minnesota State. Position descriptions should be updated to ensure that the position description accurately reflects not only the responsibilities but changes in details such as working title, reports to information, technology utilized (e.g., ISRS to Workday) or department names.

When Vacant:

When a position becomes vacant the position description should be reviewed to ensure necessary updates prior to initiating the recruitment process. It is especially critical to ensure job duties accurately reflect the work performed, and the minimum and preferred qualifications reflect the skill set needed. An accurate pd is the first step towards a successful search.

AUDIT

A job audit should be requested when significant changes occur in the kind and/or level or difficulty and responsibility of work assigned to an existing position.

Requesting a Job Audit

1. **EXISTING POSITION:** The **supervisor** and **employee** (if there is an incumbent) review the current position description and outline the significant changes to the responsibilities.
NEW POSITION: If the audit request is for a new position the **supervisor** should first outline the primary responsibilities the position will be assigned.
2. The **supervisor** schedules a consult with [Human Resources](#) to review the process and required materials.
3. The **supervisor** and **employee** assemble the required materials:
 - a) **CURRENT POSITION DESCRIPTION** signed by the **supervisor** and **employee**. If the audit request is for a new position this is not required.
 - b) **NEW POSITION DESCRIPTION** prepared and signed by the **supervisor** and **employee**. Must be on the most recent classified position description template (see Appendix A, B and C).
 - c) **COVER MEMO** prepared and signed by the **supervisor** (see Appendix D and E for examples).
 - d) **ORGANIZATION CHART** prepared and signed by the **supervisor**. Human Resources will provide an organizational chart to get you started. The organizational chart must include at least 2 levels above and below the position being reviewed, current job class (or salary range), working title, incumbent name, position control number (PCN) and FTE for each position on the chart.
 - e) **RESUME OF INCUMENT**
4. The **supervisor** submits a [REQUEST FOR JOB AUDIT](#) with the required materials attached.
5. The request is routed to the applicable Vice President for review and approval/denial.
6. Requests approved by the Vice President will be routed to Cabinet.
7. When a Request for Job Audit reaches Human Resources (HR), it will be assigned to a HR team member who will:
 - a) Evaluate and analyze:
 - the materials and information provided by the employee, supervisor, and campus leadership.
 - comparisons with class specifications and similar positions within WSU, Minnesota State and throughout state service.
 - the kind of work and level of work (the appropriate classification)
 - how and why any changes in the position occurred (change in allocation or reallocation).
 - b) Communicate outcome of evaluation and analysis findings.
 - c) Submit audit materials provided by the employee and supervisor along with the HR analysis to Minnesota State.
 - d) Communicate Minnesota State's audit results to the supervisor and employee along with any rights to an appeal.
 - e) Maintain documentation of the audit.

Frequently Asked Questions

- 1. What is the purpose of a position description?**

Position descriptions are designed to give an accurate illustration of the purpose and responsibilities of the position as well as the ways in which the job is executed.
- 2. How do I get a copy of my job description?**

Contact Human Resources if you do not have a copy.
- 3. What is reclassification?**

Reclassification is the process of getting a position description categorized into a different classification based on a change in job duties and responsibilities of that position.
- 4. Where can I find information on classifications?**

The [MMB website](#) has a list of job class specifications.
- 5. What is the basis for requesting a review of a position?**

The basis for requesting a review of a position is to ensure that the job duties being regularly and permanently performed by the employee align with the duties documented in the employee's position description.
- 6. What is the purpose of updating a position description?**

The purpose of updating a position description is to ensure that it is in alignment with the work being done. The intention should not be to receive a raise or a promotion.
- 7. Who should initiate a classification review request?**

The employee and supervisor are responsible for ensuring that the position is appropriately classified. Employees that think that their position better fits in another classification may go through the steps of the position description reclassification process.
- 8. Is it appropriate to request reclassification?**

If you feel that significant changes have occurred in the kind and/or level or difficulty and responsibility of work described in your current position description, then it would be appropriate to go through the process of requesting reclassification.
- 9. My responsibilities have changed because I am responsible for completing more work, is this a factor in my review?**

The regular permanent employee's responsibilities rather than the amount of work are taken into consideration when reviewing an employee's position description.
- 10. What factors are not a part of classification decisions?**

The employee's performance and amount of work are not considered factors in classification decisions, and classifications decisions are not results of pay increases. Employee annual reviews would be more appropriate for evaluating performance.

11. What happens if the supervisor does not agree with the duties and responsibilities that the employee has written?

The supervisor and the employee need to work out the details of the employee's job duties and responsibilities. If the employee has written job duties and responsibilities that the supervisor does not feel accurately reflect the actual job duties and responsibilities, then the supervisor and employee must rewrite the position description so that both people feel the proposed position description is accurate. The supervisor is responsible for ensuring that the employee is actually doing the work that is written on the proposed position description. Both employee and supervisor signature approvals are required for the proposed position description to be processed.

12. Will there be an on-site review as part of the reclassification process?

No, on-site reviews are not part of the reclassification process. A supervisor may review the employee's duties and responsibilities on-site prior to signature approval of the employee's proposed position description. However, HR does not require an on-site review as part of the reclassification process.

13. What factors count in classification decisions?

The classification decisions are based on the classification correlation between the Job Classification Specifications published by MMB and the Winona State University employee's current position description. The employee's performance and amount of work are not considered factors in classification decisions, and classifications decisions are not decisions on pay increases.

14. Can a position be reclassified to a lower level?

Yes, a position can be reclassified to a lower level. This is a rare occasion, since typically an employee would not request classification into a lower classification level. Also, an employee and supervisor usually predict the classification levels when reviewing the Department of Employee Relations' website.

15. How long should I plan on waiting for reclassification decisions?

Position description reviews typically take a few weeks to be processed by HR. HR will return any proposed position descriptions that are incomplete, unsigned, or need modifications prior to being sent to the System Office. Once they are sent to the System Office, it may take several months for a decision. If there are questions that need to be answered, or further investigation is needed, then reclassification decisions can take longer.

Appendix A - Elements of a Position Description

Position Control Number	A control number assigned to each State of Minnesota position.
Classification Title	MMB classification officially assigned to the position.
Working Title	Unofficial title assigned by the university which the position is commonly referenced.
POSITION PURPOSE	A brief description (less than 5 sentences) of the primary purpose or objective of the position. If appropriate, include the major functions, duties, and responsibilities of the position in a broad overview without going into detail. This should provide a fundamental understanding of the job. Describe the activity first, and then state what the purpose is of doing that activity. The position purpose should answer “why” not “how” position functions. Why does the position exist? What would be affected if the job did not exist? What is the position expected to accomplish?
RESPONSIBILITIES AND RESULTS	<p>Describe the most essential responsibilities of the position (no more than 7). Organize them based on the level of frequency. Only items that are permanent tasks of the position should be included as a responsibility. The responsibilities should show the reason for the position’s existence. Assume that the person reading this is not familiar with the duties of the position. Each of the sentences should begin with an action verb describing what, why, or how the duty is completed.</p> <p>Priority: Essential - must be executed. Secondary – important but should be executed after essential responsibilities are completed.</p> <p>Percent of Time: Average percentage of time spent performing responsibility annually. Duties that performed less than 5% of the time should not be an individual responsibility. The total percentages must equal 100%.</p>
KNOWLEDGES, SKILLS, AND ABILITIES	<p>Describe knowledge, skills, and abilities that are required and preferred to perform this position’s responsibilities at a minimally acceptable standard at entry level.</p> <p>Knowledge: Understanding of concepts and information through work experience, training, or education that can be verified through testing.</p> <p>Skill: Talent that can be demonstrated and verified through testing.</p> <p>Ability: Potential to learn new things to be able to fulfill the position’s primary responsibilities.</p>

	<p><i>Minimum qualifications for AFSCME are pre-determined as agreed to by AFSCME. HR will provide them based on the classification.</i></p>
<p>RELATIONSHIPS</p>	<p>Reports to: List the position title/MMB Classification of the person to which this position reports. Do not list the person's name.</p> <p>Supervises: List the position titles, FTE, and # of people reporting to this position.</p> <p>Internal and External Clientele and Purpose of Contact: State the positions or groups of people that this position collaborates with, communicates with, or interacts with on a regular basis. Describe individuals that this position has direct contact with both inside and outside the organization, and include the reason for the relationship. This list should include primary contacts focusing on the contacts that are critical to performing the position's crucial responsibilities. It should be individuals or groups that provide work or information to the position or receive work or information from the position. The purpose is to give an overall idea of the position's interactions and communications on a regular basis, so it does not need to be all-inclusive.</p>
<p>PROBLEM SOLVING</p>	<p>Describe typical problems and the process of solving the problems that this position would encounter. Describe the level of investigation and analysis compared to referencing standard procedures for solving the problem. The descriptions should show the amount of independent thinking, judgment, and innovative problem-solving skills used to fulfill this position's responsibilities and duties, and they should be problems that are solved independent of supervisor approval. What are regular types of problems associated with this position? What problems does this position encounter that requires investigation and analysis in order to solve them? What problems does this position encounter that causes reference to standard procedures in order to solve them? What problems does this position turn over to the immediate supervisor?</p>
<p>FREEDOM TO ACT</p>	<p>Budget: Include all of the budgets in which this position is involved and state the level of involvement this position has with the budgets.</p> <p>Decision(s) Position Makes and Decision(s) Referred to Higher Authority: Describe the level of independent authority that this position has in the actions to take to perform the essential responsibilities. Explain the purpose and frequency that this position would report to the direct supervisor. Describe policies, procedures, rules, laws, or anything else that might limit the position's freedom to act. To what degree is work assigned, reviewed, and approved by others? What is the highest level of action taken to fulfill this position's responsibilities without approval?</p>

Appendix B - Supervisor Checklist for Updating the Position Description

It is important that you, the supervisor, review this checklist to ensure that you and the employee have the same perspective on the position and that the position is accurately represented on the proposed position description.

- Does the overall position description accurately reflect the position without being tailored to an individual?
- Do the duties and responsibilities described accurately reflect those of the position without taking into consideration the performance of the specific employee?
- Do the position changes in the proposed position description accurately reflect the changes that have occurred to adapt to the organizational or departmental needs?
- Does the proposed position description accurately reflect how the position has permanently changed?
- Do you agree with everything that the employee included in the proposed position description?
- Is the position description written in the employee's own words, or did the employee simply copy the information from the MMB website?
- Do the dimensions in the proposed position description accurately reflect the budget and clientele of the position?
- Does the proposed position description accurately and appropriately reflect the discretion and priorities of the principal responsibilities and tasks?
- Do the percentages of time figures accurately represent the amount of time that the employee should be spending on each responsibility?
- Are the described relationships accurate to what the position requires?
- Does the proposed position description accurately reflect the position's problem-solving procedures and ability to freely act?
- Are there any unnecessary or missing knowledge, skills, or abilities required to perform the job at a minimally accepted standard?
- Do you have additional comments about the position not reflected in the position description that should be included in the cover letter?

Appendix C - Employee Checklist for Updating the Position Description

It is important that you, the employee, review the proposed position description to ensure that it is accurate to the specific position, it is written in the correct format, and it clearly communicates the necessary information.

- Does the position purpose accurately summarize the reason for the position?
- Does the position description include information that would be specific to the job?
- Do the duties and responsibilities accurately reflect the position without being tailored to me as an employee?
- Is the position description written in my own words, or did I simply copy information from the MMB website?
- Does the proposed position description accurately reflect how the position has permanently changed?

Appendix D - Supervisor Memo Template

MEMORANDUM

Date: [Date]

To: WSU Human Resources
Minnesota State Staffing Division

From: [Name of Supervisor]
[Title of Supervisor]
Winona State University

Subject: Reallocation Request – Current Class to Class Proposed
PCN: Ask HR for PCN

We are requesting a review of the classification assigned to the role currently filed by [incumbents name] in the [Department] at Winona State University. The position's current classification is [MMB approved classification] with a campus working title of [Position working title]. I am proposing a [MMB approved classification] classification with an updated campus working title of [Position working].

[1 or more paragraphs that describes:

1. Why the job has changed
2. What specific duties or level of responsibility changed
3. How the duties or level of responsibility changed (new equipment or process)
4. The timeline of the change
5. Positions on campus performing similar duties
6. Impact on other positions in the unit]

Appendix E - Supervisor Memo Example

MEMORANDUM

Date: June 15, 2022

To: WSU Human Resources
Minnesota State Staffing Division

From: Supervisor Name, Supervisor Title
Winona State University

Subject: Reallocation Request – OAS Intermediate to OAS Senior
PCN: -----

We are requesting a reclassification for our current OAS Intermediate position to the OAS Senior classification. The OAS Intermediate position was created over eight years ago and has not been updated since that time. Over the last few years, the roles and responsibilities within the Happy Department at WSU have changed significantly. The increased workload, complexity of academic programs, additional accreditation requirements, and retirement of a long-term employee have all been a catalyst to the change in the role of this position.

Upon review you'll notice that the position description reflects work primarily involving managing the database utilized by the College, as well as providing support to the Dean for the accreditation requirements. The work the incumbent performs was previously performed by an OAS Senior position within the College. The incumbent of that position retired two years ago, and the position has not been replaced. Many of those duties were absorbed into the OAS Intermediate position, and as a result warrants a higher level of responsibility as well as an increase in the knowledge, skills and abilities required to perform the duties. Previously this position was responsible solely for providing academic support to one department within the College, but now in addition is responsible for managing the special database utilized by the College which involves, establishing security rights, training new users, creating and maintaining a user manual, as well as serving as a liaison with the software vendor. This position creates and runs customized reports as needed for the Dean, as well as provides training to faculty and staff. The incumbent in this position also provides training, lead work and support to other Administrative Assistant positions within the college.

As a result of the increased level of responsibility we are recommending the position be reclassified from an OAS Intermediate to an OAS Senior. Please review the changes and let me know if you have any questions.