



Stephen F. Austin STATE UNIVERSITY

The Job Analysis Process

STEPS TO ESTABLISH, RECLASSIFY, OR REORGANIZE POSITIONS

A Job Analysis Questionnaire (JAQ) must be submitted any time a department wishes to establish a new position or request the reclassification of an existing position; either through the annual reclassification process or through reorganization of the department.

The purpose of a JAQ is to request the review of a position, to measure performance, and assist in appropriately classifying a position, including developing or updating a job description, establishing an equitable salary grade range, and determining Fair Labor Standards Act (FLSA) overtime exemption status. Each position is evaluated based on the specific duties and responsibilities assigned to the position, the scope of the position's function, the level of independent authority held by the position, and organizational reporting structure above and below the position. If there is not an existing classification matching the position, a new classification and job description is developed.

The Job Analysis Process

Once a JAQ is received by Human Resources, the job analysis process begins. The process conducted by Human Resources may vary dependent upon the type of request:

To Establish a New Classification

- Review information provided on JAQ form and contact department with follow up or clarification questions.
- Review all related active job classifications to determine 'best fit'.
- If there is no fit, create job description.
- Conduct market research to determine an equitable salary grade range.
- Determine an appropriate position title.
- Complete the FLSA exemption test to determine overtime exemption status (exempt or non-exempt).
- Load job description into PeopleAdmin online employment site template.
- Notify department that HR review is completed. Provide position number and any additional relevant information.

To Establish an Existing Classification

- Review information provided on JAQ form and contact department with follow up or clarification questions.
- Review all related active job classifications to determine 'best fit'.
- If necessary, update job description.
- Complete the FLSA exemption test to ensure appropriate overtime exemption status.
- Notify department that HR review is completed. Provide position number and any additional relevant information.

To Reclassify an Existing Classification (either by annual reclassification process or reorganization)

- Review information provided on JAQ form and contact department with follow up or clarification questions.
- Review all related active job classifications to determine 'best fit'.
- If there is no fit, create job description.
- Conduct market research to determine an equitable salary grade range.
- Determine an appropriate position title.
- Complete the FLSA exemption test to determine overtime exemption status (exempt or non-exempt).
- Load job description into PeopleAdmin online employment site template.
- Notify department review is completed. Provide position number and any additional relevant information. If position is filled, assist department in determining an appropriate salary adjustment and originate EPAF to formally process change.

Reclassification Process vs. Reorganization

While a position changing from one classification to another is considered a reclassification; it should not be confused with the Reclassification Process.

The *Reclassification Process* takes place once per year, just before the budget process begins (in early spring). Human Resources sends each department a memo stating when requests will be accepted and if there are any special requirements or considerations for the annual review. Departments are required to not only complete a JAQ form, but also provide additional justification for the change.

For each request submitted, Human Resources conducts an analysis of the position and presents a recommendation to each vice president. With vice president approval, the recommended reclassifications are presented to the Board of Regents with the proposed annual budget. Approved reclassifications become effective at the beginning of the next fiscal year (September 1st).

A *Departmental Reorganization* typically occurs when one or more positions within a department become vacant, the department re-evaluates its organizational structure and redistributes job duties and responsibilities resulting in classification changes. Reorganizations can occur anytime within the fiscal year, based on need.

If possible, Human Resources encourages departments to use reorganizations as an opportunity to reward and challenge high performing employees by broadening their job responsibilities, expanding the scope of their job, providing increased authority in making independent decisions, adding supervisory oversight, etc.

Also, departments can use reorganizations as a tool to strip vacant positions of duties and responsibilities that have become outdated, inefficient, or simply no longer needed. It can be a useful method to create salary savings within the department.

Unlike the Reclassification Process, departments must internally fund salary changes resulting from reorganization. Human Resources may also require any position reclassified through reorganization be posted to ensure all qualified applicants have an opportunity to apply for the position.

Requests for reorganization are submitted in writing to Human Resources and should include the department's current organizational chart, proposed organizational chart, proof funding is

available for the requested changes, as well as a JAQ for each position to be reviewed. Upon receipt of a request for reorganization, Human Resources conducts a full analysis for each position impacted by the reorganization. Reorganization changes are typically effective the first of the month following the completion of the review.

In summary: The Reclassification Process occurs annually within the budget process and salary increases are funded by the budget process. Reorganizations can occur throughout the fiscal year, usually result from one or more job vacancies, salary increases are funded by the department, and may require the position(s) to be posted to consider all qualified applicants.

Frequently Asked Questions Regarding JAQs

Are there any classifications that don't require a JAQ?

Yes. JAQs are not completed on student assistant, graduate assistant, casual, or established faculty classifications.

Do I have to have Vice President/President approval before completing a JAQ request form?

Yes. When a department head submits a JAQ form, they should have already received verbal or written approval for the new position or position change from their Vice President or President. If state appropriated funding is used to fund the position, written approval should be submitted with the JAQ form as confirmation.

Is a JAQ form needed to update a job description?

It depends. If minor corrections or adjustments are requested, a JAQ form is not required. A simple email request from the department head is sufficient. However, if modifications to the title, minimum requirements, or significant changes to the essential functions of the job are being requested, a JAQ form must be completed and a job analysis conducted.

***NOTE** Job descriptions should be reviewed annually during the performance review process to ensure it is kept current. Significant discrepancies between an employee's actual work and his job description should be reviewed through the Reclassification Process.*

When is a position eligible for reclassification?

For a change in duties or requirements to merit reclassification, it should meet these criteria:

- (1) It is a permanent change in duties; not a special project or short-term assignment;
- (2) The addition, deletion, or change affects a duty that constitutes a significant portion of the job (at least 15%);
- (3) The duty which is added, deleted, or changed is substantially different in level and type from the balance of the job duties so that it seems reasonable that the change in that one duty would affect the evaluation of the job on one or more job evaluation factors; or
- (4) The levels of education or experience required for the job noticeably change.

These requirements should reflect minimum standards for satisfactory job performance, not an incumbent's qualifications.