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Reorganization Process:

Purpose and Definition:

To describe the process of establishing new departments, changing duties and responsibilities or changing reporting relationships of positions within existing departments. A reorganization is defined as:

- A management initiated rearrangement of duties and responsibilities (or)
- A management initiated rearrangement of reporting relationships of multiple positions within or between organizational units.

References:

A reorganization becomes effective the first pay period following approval by the Director, HR Administration (HRA), or the requested effective date, whichever is later and is a permanent realignment. A reorganization may occur for various reasons, including:

- Improving business efficiency
  Reducing costs/budgetary reasons
- Repositioning/aligning business units
- To meet the strategic needs of the College/DO
- Provide a better service model

Some examples of what may be included in a reorganization include:

- Change(s) in reporting relationships
- Change(s) in supervisor and/or location
- Administrative Reassignment by Direct Appointment
- Creation of new departments; dispersing of existing departments
- Creation of new positions; reallocation of existing vacant positions
- Reclassification of multiple positions (one or more positions) in conjunction with other actions (reclass upward, lateral, or downgrade)
- Reduction in Force

Other Considerations:

- When considering a reorganization, local and district human resources will be included during the planning stage to ensure that all aspects of the reorganization are addressed, including changes in reporting relationships, and major changes in responsibilities.
- The requesting department must have budgetary resources available for implementation of changes. Confirmation of budget availability will be required in the package submission.
- Packages without budget confirmation will be returned.

What to submit:

In preparing the documentation for requesting a reorganization the following **must be** included.

- A completed Reorganization Request Form for each position OR the Form may be replaced with a spreadsheet that details the same information.
- Justification narrative to include the following:
  - A rationale outlining the purpose of your request
    - Include current and proposed changes
  - Current and proposed organization charts
    - Include detail by employee in each division/department/unit
  - Explain why the request is necessary. Specifically, what is the *business need* driving the reorganization?
    - Include a summary of what business imperative is driving the need for the reorganization.
    - What will the impact (if any) be on other positions/jobs, persons and organizationally?
  - Describe the business impact(s) should the request **not** be approved
  - PAQ (position analysis questionnaire) that conveys the changes in duties and responsibilities
    - The position description should provide a comprehensive articulation of the roles and responsibilities of the position. Do **not** simply cut and paste verbatim from the classification specification (job description).
    - Complete the Essential functions form for each affected position
    - Provide a resume of individuals involved
  - The proposed implementation date will be determined by the complexity of the reorganization, volume of changes requested and time needed for thorough analysis of the request.

NOTE: Requests must include all the points listed above. Incomplete packages will be returned; and may delay review of the request.

Process Overview

District Human Resources/Compensation Department is responsible for reviewing and making a recommendation of the proposed reorganization to the Director, HRA. The recommendation will be shared with college HR prior to submission to the Director, HRA. The Director, HRA will either approve or deny the recommendation.

The requesting division or college, through college HR, should contact the Compensation department for an initial consultation relative to the proposed reorganization. It is important to note that salary grades may be recommended, but will not be approved in advance of a review by Compensation. The analysis by Compensation will determine the appropriate grade level and title to be assigned based on description of duties and responsibilities. To assist in their analysis, clearly identify and assess *job responsibilities and accountabilities.*

NOTE: Do not communicate prematurely to employees. Specifically, avoid advising or making promises to an employee or employees about what his or her grade or title will be in advance of the reorganization review. These discussions should occur only after the reorganization review has been completed and the grade/title has been confirmed. This will help avoid miscommunication, and will help appropriately manage employee expectations. Until the classification analysis has been completed, the request is under review and outcome not yet determined.

Actions contained in a reorganization request are reviewed to identify the potential impact on positions in terms of classification and/or pay. The following questions will be addressed in the class/comp analysis:

- What effect will the change have on classification, salary, and internal equity of positions?
- Do staffing levels and structure align with organizational structure and business goals? (Initial discussion occurs between Manager and College HR.)
- Will paper reviews or desk audits be required for the affected positions?
- Will departments be changed or will new departments be established?
- Will any Job Data Changes need to be made (i.e., job code changes, reclassifications, changes in reporting relationships)?

- Will the reorganization result in the filling of new or vacant positions and if so, what posting standards and approvals will be required?
- Is there a need for a formal recruitment process rather than a reclassification process?

Remember – it is the position, not the incumbent that is being reviewed. A reclassification is not based on how well the incumbent performs the job. Note the following factors that reflect what *is* and *is not* included in determining the appropriate classification.

Factors that *are* included:

- Nature of duties and responsibilities;
- Scope, level, and complexity of duties and responsibilities;
- Relationship of the position to other positions in the department and within the college/DO;
- Supervision, both given and received;
- Exercise of independent judgment;
- Autonomy and authority related to decision-making and accountability; and

Factors that *are not* included:

- Quality of performance (performance evaluation rating);
- Quantity of work (volume);
- Status of the incumbent;
- Information relative to the employee's length of service;
- Time spent at the maximum of the position's salary range;
- Skills/education not related to the job or minimum qualifications;
- Employee's salary placement within the salary range; and
- Anticipated future job responsibilities.

Effective Dates

Reorganization requests should be submitted far enough in advance (typically 45 – 60 days) of an estimated effective date in order to provide sufficient time for a complete and thorough review and analysis. The implementation date will be determined by the complexity of the reorganization request, volume of changes requested, time needed for thorough analysis of the request and, if approved, the date of approval by the Director, HRA.

Steps: College HR should work with requesting department throughout the process, **particularly in Steps 2, 4 and 7**.

Step 1 – The department administrator, along with the Sr. HR Manager should contact the Compensation Department at the District Office to discuss the plan for the proposed reorganization. Other District HR Departments will be notified of the pending reorganization, as appropriate, depending on specific issues to ensure the appropriate subject matter experts are included in the review.

Step 2 - The requesting department/college/district planning the reorganization prepares a narrative memo that describes the proposed changes, including addressing the bulleted questions under *the section titled **"What to Submit"**.* This material is then submitted to the appropriate College President/Vice Chancellor for approval to proceed.

Step 3 – Once the plan is approved in concept by the appropriate College President/Vice Chancellor, the requesting department submits the reorganization justification and related materials to the Compensation Department for formal review.

Step 4 – The Compensation Department contacts the initiator proposing the reorganization to keep them informed of the status of their proposal.

Step 5 – The Compensation Department provides an assessment and recommendation to the Director, HRA that will include pertinent information such as classification, salary, working titles, estimated cost of implementation, and the impact of the proposed changes.

Step 6 – The Director, HRA reviews the assessment and approves or denies all or a portion of the reorganization.

- If approved, a copy of the reorganization results will be provided to HR Solutions, Strategic Staffing and others as appropriate.
- Requesting party should prepare a change management/communication plan to inform appropriate departments/employees of results and pending actions associated with the reorganization. It is recommended that requesting party work with college/local HR and District HR Solutions Inclusion team to develop this change management/communication plan.
- If denied, the Compensation Department and/or the Director, HRA will provide reason/rationale, and may also recommend alternative options.

Step 7 – If the reorganization is approved, the Compensation Department will notify the appropriate areas:

- The Compensation Department guides the department through the checklist of forms that are required to process the changes. Depending on the reorganization, PeopleSoft/HRMS access may need to be altered within Financials and Human Resources. The appropriate completed and signed access forms need to be completed and processed at least two (2) weeks prior to the effective date of the reorganization to ensure that the department day to day business practices are not interrupted.
- The requesting department completes the appropriate documentation/forms and routes them to college/district Human Resources for processing. (PARs, department table change form, department IDs/name change for department, job requisitions, etc.)

Appeals:

Summary Process for Classification Appeal:

Appeals of the final analysis/determination may be requested through the VCHR within 30 calendar days after notification is received. The determination of VCHR is final.

An appeal should include:

- New information which was not provided with the initial request (good documentation in the original request should make this a rare occurrence).

When is an appeal not acceptable?

- An appeal is not acceptable if it merely expresses disagreement or unhappiness with a determination.
- An appeal is not acceptable without rationale or support for a different determination or examples to provide a better understanding of the requested change to the position(s) and of the rationale for a preferred classification comparison.
- The absence of an “on-site” desk audit is not a basis for an appeal.

Can the results of an appeal be challenged?

The VCHR has final authority and responsibility for the Maricopa Classification System. All appeal decisions, i.e. acceptance or denials, shall be final. No other appeal option is available, including but not limited to the internal grievance procedure.

Forms or Data needed: All forms or documents may not be applicable to the request.

- ✓ Narrative/Justification
- ✓ Reorganization Form for each position — http://www.maricopa.edu/employees/divisions/hr/forms/(insert link to web) OR
- ✓ Reorganization spreadsheet template — (create template and insert link)
- ✓ PAR — http://www.maricopa.edu/employees/divisions/hr/forms/management/par.doc
- ✓ Dept. Table Change Form — http://www.maricopa.edu/employees/divisions/hr/forms/salary/DeptTableChange.pdf
- ✓ Essential Functions/Min Quals — http://www.maricopa.edu/employees/divisions/hr/forms/management/effm.doc
  - (No cut & paste from job classification specification)
- ✓ Position Analysis Questionnaire (PAQ) - No cut & paste from job classification specification
- ✓ Resume for each incumbent
- ✓ Organization Chart of current and proposed organization structure