



ADMINISTRATIVE DIRECTIVE

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I. POLICY

- A. Department Directors will be accountable for adhering to their approved budgets and for achieving operational goals. This includes the proper assignment of duties that are within the classification specifications for positions within the department budget. Department Directors have discretion to reevaluate, reorganize and reassign resources as deemed necessary for the efficient delivery of services to the community.
- B. Department Directors or their subordinates shall not change any organizational structure approved by Mayor and Council during the annual budget process without receiving prior approval from the City Manager.
- C. Department Directors may not, on a permanent basis, assign to a position substantial duties that are outside of the specification for the classification (departments may not work an employee "out-of-class"), nor shall departments work an employee "out-of-class" as justification for promoting the employee to a higher classification.

II. DEFINITIONS

- A. **Classification:** A group of positions sufficiently similar as to duties performed, degree of supervision exercised or required, minimum qualifications and other characteristics, that the same title, the same test of fitness, and the same schedule of compensation may be applied to each position in the group.
- B. **Classification Plan:** A plan adopted by the Human Resources Director with the prior approval of the City Manager that groups all positions in the classified service into classes based on their duties, authority and responsibilities. An appropriate job title, a brief description of the job and essential functions to be performed by persons holding positions therein and the minimum qualifications necessary for appointment thereto shall be set forth for each class of positions.
- C. **Classification Review:** A process conducted to evaluate and gather the information necessary to describe and classify a position into the correct grouping of positions within the classification system.
- D. **Demotion:** The reassignment of an employee from a position in one classification to a position in another classification that is assigned a lower salary range by ordinance.



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- E. Job Evaluation:** A system used to determine the internal worth of classifications by assigning points to specifically designed compensable factors which are present in the essential duties of the classification. The compensable factors are formal education, experience, organizational control, human relations skills, freedom to act, complexity and working conditions. An additional compensable factor used for exempt classifications is budget responsibility.
- F. Organization Review:** A process conducted that reviews organizational structures for their efficiency.
- G. Personnel Action Form (PARF):** The required form used to hire, promote or change employee specific information, such as merits, disciplinary actions, extended leaves, etc.
- H. Promotion:** The reassignment of an employee from a position in one classification to a position in another classification that is assigned a higher salary range by ordinance.
- I. Reclassification:** The approved assignment of a position from one classification to a new or existing classification that is based on a change in assigned duties or responsibilities to meet organizational needs.
- J. Reorganization:** An approved change in the structure, duties, and reporting relationships within an organization.

III. PROCEDURE FOR RECLASSIFICATION/REORGANIZATION

- A.** Organization and classification reviews are conducted during the annual budget development process or to meet budgetary or efficiency needs as follows:
 - 1.** Department Directors' written requests for organization and classification reviews that have been approved by the City Manager's Office are submitted to the Director of Human Resources.
 - 2.** Organization reviews and position classification reviews are conducted by the Human Resources Department.
 - 3.** Recommendations of the Human Resources Department are submitted to the City Manager's Office for review.
 - 4.** Subsequent to the City Manager's review, Department Directors are notified of tentative results of their requests.



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- B.** Organization and/or classification changes are implemented through amendments to the Classification Plan and/or the Tucson Code.
- C.** New Functions/Programs: The creation of new functions or programs of a Department can create entirely new duties and tasks of a position. In these cases, a new classification may be created.
- D.** Modification of Existing Functions/Programs: As functions or programs of a Department are modified to meet the needs of the community or the organization, duties and tasks of existing positions may change resulting in a reclassification.

IV. CLASSIFICATION REVIEW

- A.** The following information shall be included in the request for a Classification Review:
 - 1.** Detailed explanation of the need for the classification review and the desired result,
 - 2.** Current organizational chart and proposed changes,
 - 3.** Detailed description of the proposed changes in duties associated with the position classification review or in the event of an individual position review, a detailed description of the current duties associated with the position, and
 - 4.** Names and contact information of current incumbents and supervisors.
- B.** The following types of Classification Requests will not be accepted.
 - 1.** Requests submitted directly to Human Resources without Department Director and City Manager's Officer approval.
 - 2.** Requests for change in grade assignments.
 - 3.** Requests for review of compensable factor points.
 - 4.** Requests which have already been reviewed and for which no additional or new information is provided.
- C.** Employees may submit written requests for classification review to the Department Director. Requests should include a detailed description of the need for a classification review as well as a completed job description questionnaire.



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- D. The Human Resources Department will review all information submitted. If further clarification is needed, interviews may be scheduled with incumbents or supervisors of the positions in question. Final recommendations may include:
1. No change in classification,
 2. Reclassification,
 3. Creation of a new classification.

V. ORGANIZATIONAL REVIEW

- A. Organizational reviews are typically initiated to improve efficiencies, realign to customers' needs, or maximize use of resources. Organizational reviews can include changes to structure, duties, and reporting relationships within an organization.
- B. Examples of items requested within an organizational review may include:
1. Moving positions from one division to another
 2. Requesting additional positions for related functions
 3. Eliminating positions associated with obsolete or changing functions
 4. Requesting Classification Review
 5. Reclassifying current positions
 6. Redefining duties required for positions
 7. Creating a new division/removing a division/adding or removing functions within divisions
 8. Redesigning reporting relationships
 9. Redefining functions in relation to customers' needs.
 10. Consolidation of Departments
- C. Information needed in the request for an Organizational Review:
1. A written explanation of the need for the organization review,
 2. Current organization charts and proposed changes,
 3. Detailed description(s) of the proposed change(s) in duties associated the position classification review (see Classification Review above),
 4. Projected costs of organization changes.

VI. JOB EVALUATION

- A. An organization or classification review may result in the creation of a new classification. At that time, the Human Resources Department will conduct a job

