What is a Job Audit?

A job audit is a formal procedure in which a compensation professional meets with the manager and employee to discuss and explore the position’s current responsibilities. A classification audit is a tool used by compensation professionals to gather information about a position to determine the proper pay range of the position by comparing actual responsibilities to criteria in published classification standards. The audit assists in determining where a position fits into the hierarchy of positions whether unionized or non-aligned. A job audit is a mutual, responsible part of the process of ensuring fiduciary attention to an institution’s compensation and classification system. It is a common tool to maintain good faith adherence to policy and procedure.

Job audits are generally conducted with the following objectives:
- To clarify/verify and measure the duties/reporting relationships of the employee
- To see first hand the work process and the department operation
- To allow the employee the opportunity to provide further explanation of the duties or examples of work product and responsibilities described in the position description.

When are Job Audits Done?

Job audits are done in a wide variety of situations in which a compensation professional needs detailed information about the jobs to make classification determinations. They are regularly done when there are specifically and intentionally rewritten changes in positions. Some job audits may be scheduled in connection with occupation-wide reviews which are prompted by the issuance of new classification guidelines. Sometimes the resolution of various types of concerns and disagreements warrant job audits.

How is a Job Audit Conducted?

A compensation professional will schedule a job audit. A list of preparatory questions may be sent to the manager and employee. However, the audit won’t always be confined to those questions. The manager and employee will have an opportunity to give their views on whatever aspects of the job they believe are important.

Classification audits typically include the following steps:
- Upon prior notification to the manager, a compensation professional from Human Resources will arrange the date and time of the audit directly with the employee.
- The audit is usually conducted at the employee’s work station but may follow the flow of the workday including work beyond a particular work station.
The compensation professional will interview both the manager and the employee. The audit could take several hours or up to several days given the extent and complexity of responsibilities described in the position description.

Prior to the audit with the employee, the compensation professional will interview the manager asking him/her to explain the duties and responsibilities with particular emphasis on any new duties which have been assigned since the position was last reviewed and the authority obtained by the manager to assign new job responsibilities to the position being audited. During the audit, the employee may be also asked to explain and demonstrate any of the new duties described in the position description. After the audit is completed, the compensation professional may speak with the manager again to review any gaps in the position description.

Although the employee is involved in the audit, the notification of any decisions on the final classification of the position will be made to the manager. The compensation professional will not discuss possible or probable results of the audit at the onsite visit.

What Should the Employee Do to Prepare for a Job Audit?

- Review the most recent position description.
- Be prepared to describe the processes used in completing the work.
- Have available samples of the work product or procedure manuals used in the position.
- Be prepared to explain in detail any recent changes to the position since the last review.
- Make notes of important items you want to convey to the compensation professional.

Additional Tips for Employee Being Audited?

Remember that the compensation professional is visiting to learn as much as possible about the job.

Even though the compensation professional has prepared for the job audit, he/she will likely be unfamiliar with some terminology, processes, or concepts that you use every day. Being prepared to explain such matters will be very helpful and greatly appreciated.

Job Audit Results?

Classification determinations require extensive analysis and job audit decisions are made within a reasonable time frame. When a decision is reached, the results will be communicated through the supervising manager.
Potential outcomes of a job audit or any classification analysis are:

- Determination that the position is classified correctly and that the current role and pay level are appropriate. Changes in job duties, even if significant, do not automatically require a change in salary range.
- Determination that the job duties of the position are best allocated to a higher role and pay range.
- Determination that the job duties of the position are best allocated laterally to a different role but in the same pay range.
- Determination that a position is functioning in a pay range below its current classification.

The University’s Position Classification Policy & Procedure provides detailed process and classification resolution. It is available to all management staff from the Office of Human Resources. This policy was formally adopted in 2004 following executive review and decision.