

Supervisor's Guide to Staff Position Vacancies

The purpose of this guide is to help supervisors build a practice to reimagine and review departmental needs when staff vacancies occur. This guide also seeks to ensure that practices are consistently and equitably applied across the university, staffing structures support the mission and strategic plan, and supervisors promote MSU's institutional commitment to increase the racial diversity of faculty and staff to better serve and reflect the diversity of our student body.

Step 1: Needs assessment

When a position will become vacant, the supervisor, in collaboration with Human Resources, should undertake a needs assessment of the organization. The assessment should include a review of the organizational structure, the current staffing talent and skill levels, and related technological tools to streamline workflow and increase efficiencies. The supervisor should also consult with their departmental manager and vice president.

Through the review process, the supervisor will determine the best way to move forward with the vacated position to meet the department's needs in serving the [University's mission and strategic plan](#). The Human Resources Department team is available to provide guidance to departments and supervisors throughout the process of evaluating position vacancies, as each occur.

Step 2: Job Analysis

Conducting a job analysis is a critical step in the review process. Through job analysis, the supervisor can determine whether to fill the vacancy as currently budgeted or to restructure and reclassify positions to better meet current and future departmental needs. The reclassification of a position or restructure of a department is a collaborative effort between the department, divisional Vice President, Budget Office, and Human Resources Department. This is an opportunity to reimagine and re-envision how best to serve the needs of the university.

Examples of questions to consider when conducting a job analysis include:

- What is the primary purpose of this position?
- Is this position utilized effectively and efficiently?
- How does this position fit into the department and connect with others?
- Are there upcoming departmental changes planned?
- Does the department have unmet needs? If yes, what are these needs?

Step 3: Position Determination

Rev: 03/30/2021

- **Restructure:** If the supervisor decides to reorganize the department, the supervisor should draft revised job descriptions and consider budget needs; this is an opportunity to address long-term fiscal sustainability through optimal staff deployment.

The supervisor should submit a proposal to their departmental manager and/or vice president which describes the benefits of the restructure, the position(s) affected, the realignment of duties, and any change to the budget. With conceptual approval from the vice president, the supervisor should work with Human Resources to review the revised job descriptions, along with position titles and grade levels.

- **Reclassification:** Position reclassification can occur when there are significant changes to the position's duties, responsibilities, and required skills and qualifications.

The supervisor should prepare an updated job description with a summary of how the position duties and responsibilities have changed and submit to Human Resources for review. Human Resources will consider the duties, responsibilities, and requirements of the position and compare to similar titles in the internal and external marketplaces to determine position grading, and commensurate salary/wage recommendation.

- **Position Neutral:** When the supervisor, in collaboration with their departmental manager, decides to maintain the current departmental structure, the department will need to submit a Personnel Requisition Form for approval to post the vacant position.

Step 4: Budget Review

The next step is to submit proposed position changes and departmental reorganizations to the Budget Office to confirm salary, fringe benefit, and other compensation items. This will allow the proposed changes to be reviewed from a university-wide budgetary perspective, and when approved, ensure correct position control numbers and Banner account codes are assigned.

Step 5: Formal Cabinet Approval

The final step is to take the request back to the departmental manager and/or vice president to submit the proposal to Cabinet for consideration and approval. After the Cabinet approves, Human Resources and the Budget Office will help you process the changes and necessary forms.

Any questions, please contact Dawn Fisher, Director, Human Resources, and Anna Daugherty, Associate Director, Budget and Management.

Rev: 03/30/2021