

HRM Division's mission is to provide high-quality human resource management services that support the Department of Revenue mission, strategies and goals. To fulfill our mission, we strive to:

- Provide quality and timely services.
- Be responsive to our customer needs and expectations.
- Conduct ourselves in a professional and ethical manner.
- Recognize, respect and value individual differences in people.
- Partner with our customers to accomplish results.
- Serve as advisors, offering creative options and solutions

We are asking the following questions regarding your mission statement, specifically:

- What do you consider a timely response? The second bullet of your mission states that you strive to be responsive to your customer needs and expectations. Is the 120-day timeframe the expectation for our department? **The expectation of our department is to make proper determinations when it comes to our classification decisions. We understand that some may take longer than others based on their complexity. On average in 2020, our reallocations have taken 118 days. We need to factor in that in 2020 we have several outstanding requests from 2019 carried over into 2020 that attributed to this number. Additionally, HR has limited resources. However, with limited resources, we are committed to being good stewards of our classification responsibilities and will continue to uphold our delegation requirements. Classification determinations can impact the employees, the divisions, the agency, and at times if it is a statewide classification can impact the enterprise as whole so careful thought and considerations need to go into these classification determination as it has greater impacts than just the incumbent.**
- How do you notify employees when the process takes longer than the expected timeframe? **Unless the reallocation request was employee initiated, we would follow up directly with the employee's supervisor or manager. The majority of reallocation requests are submitted by the supervisor or manager. If the process is taking longer than expected, we would either provide them with an update on where things are at or set up a time to possibly ask questions regarding the request. Our expectation is that the supervisor or manager will then update their employees on the request submitted.**
- Are the job audits processed in order they are received? **The requests are assigned in the order it is received. The goal is to conduct the audits in the order it's received however, it's not always the case. An auditor could be working on multiple requests at the same time. We rely on researching and reviewing many documents to make determinations. If for some reason more information is needed from either the supervisor/manger or the auditor is maybe waiting on comparison information from another peer or agency, then they'd move on to a different request while they gather all information or wait on information. This usually happens with more complex reallocation requests. However, we do have reallocation requests that are less complex that we could make determinations on right away.**
- Are job audits being delayed as a method to save salary cost? **No**
- How many outstanding reallocations are there? **26**
- How many are over the 120-day preferred timeframe? **2**
- Would there be a job audit completed where you don't speak to the employee? **Yes. If the information received by the supervisor/manager is well documented and sufficient to make a proper determination, then there would be no need to speak to the employee.**
- What is the difference in the process between a reclassification and a reallocation? **A reallocation is one type of reclassification. When reclassifying, the job auditor needs to determine whether the reclassification of an occupied position is considered a reallocation or a change in allocation. The information provided by the requesting supervisor/manager is reviewed to determine how the changes in the position occurred and the period of time over which the changes occurred. If the changes in the position occur abruptly (at an identifiable point in time) due to organizational/programmatic changes resulting in different responsibilities for the position, it would be determined to be a change in allocation. If the changes occur gradually over a period of time, it would be determined a reallocation. Classification determinations have been delegated from MMB to Revenue HRM, HR Director, and the subdelegates the HR Director has identified. This is a great responsibility to have and we don't take it lightly nor do we want to lose our delegation and have everything go through MMB, which from experience seeing other agencies in this situation, this process would take much longer. Therefore, this is the reason why we are careful and thoughtful and working through all our considerations as we understand the impacts on the incumbents, other employees, the agency, as**

well as the enterprise. When a job audit request is submitted to HRM, whether it is a reallocation, change in allocation, or new position, the classification that is being requested is never a guarantee until the audit is complete. The final classification decision is made by the job auditor and must be signed off by the agency delegate or designee.

Inquiring specifically about three different job audits and wondering about the timeframes:

Reallocations for [REDACTED], and [REDACTED]

Ask: When can they expect to hear a response to their reallocation request? They are hoping to resolve this at meet and confer to avoid potentially filing a formal grievance.

- Why has this been delayed? There were other jobs that have been reclassified in our division that would have followed the same advancement progression. There have been other divisions that have done reallocations for their training staff. As mentioned above, our goal is to ensure positions are classified appropriately. This means that some requests might take longer than others. Whenever a class determination is made, we understand that our decision may impact not just the incumbent of the position, but also our agency and at times the entire enterprise. This is especially the case with statewide classifications such as the State Program Administrator job classification series.
- What occurred at the 12/8/2020 meeting that was referenced on the timeline? HRM inquired further understanding of how the training unit operates, how levels are distinguished between State Program Administrator Senior, Principal and Coordinator. Also discussed was how these training positions moved from the Revenue Collections Series to the State Program Administrator Series.
- [REDACTED] asked for a status update on the reallocation on 12/11/2020 and has yet to receive an answer to her questions:
 - Requesting status update, specifically
 - What is being reviewed? My reallocation or the reallocation process? The reallocation
 - Where are we in the reallocation process? Final determination
 - What are the next steps? Requested supervisor will communicate determination. HRM will follow up with notification memo to employees
 - What is the anticipated timeline? By end of February 12, 2021

Reallocations from Revenue Collection Officer 5-Project Lead to State Program Administrator Coordinator-Project Lead positions

- When was the job audit for the Revenue Collection Officer 5-Project Lead and the Agency Policy Specialist positions to State Program Administrator Coordinator position requested? 02/12/2020
- When was the job audit for these two positions completed? 08/24/2020
- Why were these completed before [REDACTED], and [REDACTED] requests? The announcements indicated that [REDACTED] and [REDACTED] had only been in their jobs for approximately a year when the job audit to reclassify the position was completed. These were new positions created in which both employees mentioned had to compete for the positions upon conclusion of the job audit.



200 Centennial Office Building
658 Cedar Street
St. Paul, MN 55155
651.259.3637
TTY 651.282.2699
www.doer.state.mn.us

DATE: July 9, 2007
TO: State Supervisors
Human Resource Directors/Designees
Labor Relations Directors/Designees
FROM: Carolyn Trevis
Assistant State Negotiator
PHONE: 651-259-3758
RE: Job Audits

A handwritten signature in black ink, appearing to read "Carolyn J. Trevis", is written over the printed name and title.

As part of the negotiations with MAPE for the 2007-2009 contract, we had discussions regarding job audits and the need for timely completion of such audits.

I am writing to you to again recommend that each agency and its supervisors act on job audits in a timely manner and, to the extent possible, complete them within 120 days. If there is a delay, the supervisor should periodically update the employee as to the reason for the delay and the expected date of completion.

If you have any questions, please contact your Labor Relations representative.

Letter 8 on our current MAPE contract, page 267

From Collection Division Notices on 10/29/2020

State Program Administrator Coordinator-Project Lead positions

The Collection Division plans to post for two State Program Administrator (SPA) Coordinator – Project Lead positions. These two positions will replace the current Project Lead Team which consists of an Agency Policy Specialist and a Revenue Collection Officer (RCO) 5 – Project Lead. We are making this change for a few reasons.

Separation of Work

Under the current Project Lead Team, the Agency Policy Specialist focuses on policy and legislation tasks and the RCO5 Project Lead focuses on advanced collection tasks such as sales tax revocations, field visits, and seizures, then they back-up each other on these tasks. The two SPA Coordinator - Project Leads will share these tasks equally. This will assist with proper coverage and transfer of knowledge.

Volume of Work

We formed the Project Lead Team in April 2018 and since then we continue to identify areas that could use more focused attention and oversight. Due to adding new tasks and the advanced level of those tasks, Human Resources Management completed a job audit and determined to post these positions at a higher classification. The job audit also determined there is enough work for a third SPA Coordinator. However, currently due to the budgetary hold on new positions, we are only posting for two. We will continue to evaluate this work and hope to add a third position in the future.

Here are some examples of additional tasks that the Project Lead Team has added since its inception:

- Manage legal opinion process, high impact process, and constituent requests
- Review high-dollar charge-off requests and criminal referrals
- Represent the division at the department Program Management Team
- Respond to requests from the Federal Tax Administration and other states
- Work with programs through workflow, policy, procedure, and legal issues

From Collection Division Notices on 8/20/2019

Title: Temporary Responsibility Changes

Body: There is important work of policy, legislation, sales tax revocation, field visits, seizures, complex collection work, division-wide projects, budget, purchasing, and invoicing work that the Collection Division needs to complete and we are currently short-staffed in these areas. We are in the process of hiring an Agency Policy Specialist to cover the policy and legislation work who will also assist the RCO5 Project Lead with sales tax revocation, field visits, seizures, complex collection work, and division-wide projects. We will post this position soon. We are in the process of hiring two Management Analyst 1s to cover the budget, purchasing, and invoicing work. We posted these positions on August 2 and are open until August 23. Until we hire and onboard these positions, we are implementing a few temporarily responsibility changes to the Collection Division to cover this work effective 8/21/19:

We will appoint Kelly Hagberg, current RCO5 – Project Lead, to the Agency Policy Specialist in a work-out-of-class position. We chose Kelly for this role as her current Project Lead role backs up the work of the Agency Policy Specialist and has experience in the areas of policy and legislation.

We will appoint Jessica Kegley, current Unit E leadworker, to Kelly's role of RCO5 – Project Lead handling the sales tax revocations, field visits, seizures, complex actions, and projects. This includes assisting the Complex Case Program with leadworker approvals and providing guidance on complex actions. We chose Jessica for this role as she previously filled in as Project Lead earlier in 2019 and has experience in this area.

We will temporarily re-assign the eight RCOs in Unit L as well as RCO4 coaches Polly Anderson and Maude Dammann and RCO5 leadworker Michelle Gilster to Steven Tourville in Unit H. RCOs in Unit H and Unit L will sign up for ACD together during this time starting the week of September 2.

Unit H and Unit L leadworkers Cindy Aho and Michelle Gilster will cover Unit E leadworker duties in addition to their own units to cover for Jessica Kegley.

Unit L Supervisor Ryan Gottfried will devote his time to covering the budget, purchasing, and invoicing work that the Management Analyst 1s will eventually take over. He will also devote his time to supporting Kelly and Jessica in their roles of policy, legislation, sales tax revocations, field visits, seizures, complex actions, and projects.

Ryan Gottfried and John Doty currently co-supervise the Bankruptcy Program. During this time, John will supervise the Bankruptcy Program on his own.

Thank you for the support during this time of transition.