

UAW OFFICE PROFESSIONAL AUDIT FORM GUIDE

Introduction

This guide has been prepared to assist UAW office professionals in the completion of the Position Audit Form.

It is very important to understand that it is the position that is being audited and not the person. It is true that a person in a particular position may change that position. However, the knowledge, skills, and responsibilities required by the position are assessed by this tool. This tool and process are meant to look at a position as a whole. Some positions will not fill in any information for a particular area because that knowledge and those skills and responsibilities are not required for that position. This is not intended to penalize the person in the position – what is required for the position is what matters in this context. If your position requires use of software that is unique to your area, include that information on your form.

There are no 'magic words' to move a position to a higher level. The purpose of this guide is to assist the office professional in completing their audit form. Use the areas listed in each of the headings as a beginning for the completion of your audit form. Feel free to use other words that may better describe what is required for your position. There is a list of action verbs at the end of this guide.

Keep in mind that your primary duties may be seasonal in nature, that is, they change depending on the time of year or semester. Be sure to bring this up during your audit interview (see below).

IMPORTANT: The guide does not contain information about every aspect of every job. It is meant to be used as a starting point. If you do not find a reference to one of the duties required for your position in the guide, it is important that you indicate that duty on your audit form.

Throughout the audit form, please make sure you include those tasks that bring more complexity to your position due to volume. If the complexity of your job is greater due to tasks that require you to deal with high volume (for example, payroll, processing forms, dealing with large numbers of customers), include this information when answering questions. Please remember that the actual number is not evaluated and factored in the decision but how you deal with the complexity the volume may create will be considered.

IT IS IMPERATIVE THAT YOU PROVIDE INFORMATION THAT SUPPORTS THE SELECTIONS YOU MADE FOR THE CHECK BOXES EACH OF THE CATEGORIES. INCOMPLETE INFORMATION MAY RESULT IN YOU BEING ASKED TO PROVIDE ADDITIONAL INFORMATION PRIOR TO THE AUDIT INTERVIEW.

Your supervisor is an important resource for you to consult during the audit process and may be the first source you consider while working on your audit form.

There is now a Supervisor's Comments/Signature Form document that you must complete and include with the position audit form when it is returned to Human Resources. It is available on the web at _____. All sections except the signature can be filled out on-line. It is a Microsoft Word document and can be saved to your computer. You will need to decide which signature line to complete. One indicates that you agree to the accuracy and completeness of the sections completed by the employee; the other indicates that you disagree with the contents as presented.

The next step in the process is an audit interview with a designee from Human Resources along with the employee and their supervisor to gather additional information about the position. Specific questions will be asked about knowledge, skills, and responsibilities referenced in the audit form. You are encouraged to bring samples of your work with you to the interview. The interview is your opportunity to clarify, elaborate, and explain your position and responsibilities in an informal setting. There may be occasions where calls will be made to contacts/departments with whom you interact to substantiate information on your audit form.

Remember that submitting an audit form to Human Resources initiates the audit process and it is not just a 'test to see what might happen'. If it is determined that your position is actually at a lower level, it will be reclassified as such, however your annual salary shall be maintained.

Please direct questions about completing the form to Bill McKilligan in Human Resources.

DUTIES AND RESPONSIBILITIES – Includes knowledge and familiarity with work processes and procedures

Consider the areas and topics below when compiling your duties and responsibilities. *Please note that the list below may not be complete for every position. If your position has duties other than those listed, be sure to include them when completing your form.* You will also need to indicate the frequency of the duty/responsibility and the level of knowledge required for each duty. (If you want to make sure your list of duties and contacts is correct, check out the campus directory.) Use action verbs when completing this section. Lists of action verbs can be found at the end of this guide.

Accounting
Advancement activities
Affirmative Programs
Annual reports
Back-up for others in my office
Budget
Committees
Correspondence
Course information
Customer service
Equipment/Technology acquisition
Faculty and/or staff applications
Finance
Graduate students
Human Resources
Marketing
Payroll
Proofread for errors
Publications
Purchasing
Research Accounting
Report preparation
Research proposals
Special events
Special projects (ongoing expectations of position)
Specialized duties
Student Records (undergraduate and graduate student information)
Training activities
Travel
Undergraduate students
Provost's Office

SOFTWARE (OR OTHER TECHNOLOGY) REQUIRED BY YOUR POSITION

Software is an integral part of office professional positions on campus, but since it is used so frequently, it is easy to forget how various software packages are used.

When completing the section on software and technology, indicate how you use the software and what you use it for in performing the duties and responsibilities of your position. **Not all applications of all software and technology packages are listed below.** If you use software/technology in a way other than what is listed, please be sure to include that information when completing your audit form.

Word Processing

Add pictures and frames to documents
Collaborate on documents (inserting comments, tracking changes, creating master documents)
Create and edit templates

- Create and modify charts
- Create and modify forms
- Create and work with tables
- Create envelopes and labels
- Cut, copy and paste text between documents and other applications, such as Excel
- Move and copy text
- Set tabs and format paragraphs with indents, bullets, numbers, borders, and shadows.
- Use a scanner to capture text from a printed document
- Use and create macros
- Use drawing tools
- Use special features such as mail merge
- Work with columns
- Work with long documents (add an index, footnotes, cross-references, table of contents, and create sections)

Spreadsheets

- Apply advanced formatting to cells and cell values
- Build a multiple-worksheet workbook
- Build formulas to perform complex calculations
- Create a simple chart
- Create a simple formula
- Customize the appearance of a spreadsheet (fonts, borders, colors, cell height, text attributes)
- Manipulate formulas
- Plan and design worksheets
- Save a workbook
- Select/copy a cell or range of cells
- Use conditional statements

Databases

- Concatenate fields
- Create a query with set criteria
- Create a relational database
- Create complex report with page breaks, groupings, and totals
- Create forms
- Create, edit, sort, and save basic queries
- Create, rename, modify, and print a simple report
- Define the different data types available for fields
- Link tables
- Manipulate a database
- Use a basic database
- Use a primary key
- Use different types of objects (tables, queries, forms, reports, macros, and modules) available in a database
- Use queries

Graphics/Multimedia

- Add sound and movies to the presentation
- Add text to a picture
- Animate text and objects using animation effects
- Approve a publication created by someone else for production
- Change the appearance of a presentation using templates, color schemes, and the slide master or similar
- Create a basic publication using Wizard
- Create a publication and approve for production
- Create a publication draft for review

Graphics/Multimedia (continued)

- Create and save a basic presentation
- Create graphics and figures for publications, textbooks, exams, etc.
- Create interactive slide shows using hyperlinks and action buttons
- Create speaker notes
- Insert a picture into the presentation and use the picture as a background
- Insert and recolor clip art
- Modify a presentation by adding, deleting, and changing the order of slides

E-mail

- Add/edit auto signature
- Create folders, save and move messages into different folders
- Work with attachments

Calendars

- Create and modify calendar entries
- Edit and cancel recurring appointments
- Enter appointments into calendar
- Respond to meeting invitations
- View calendars
- Work with address books

Internet

- Add/delete bookmarks
- Capture text and images from the Internet for use in a desktop application
- Set security level for browser

Web Page Creation

- Add JavaScript
- Add new pages to an existing site
- Add text and images
- Convert a word processing file to HTML
- Create a new web site
- Create forms
- Create hyperlinks
- Use frames

Banner

- Access basic information
- Access limited variety of Banner forms and interpret data displayed
- Change password
- Create personal menu
- Create Quick Flow
- Extract Banner information based on specific query functions not predefined
- Extract Banner information to a spreadsheet
- Navigate through Banner menu system
- Print screens
- Run transcripts/bills/schedules/invoices
- Searches
- Update information

Reporting Tools

Discoverer

- Access and run reports based upon predefined instructions
- Change layout/sort order

Change workbooks
Create new reports
Create reports based on requested or desired results
Create reports based upon predefined instructions or using a template
Export data
Modify criteria/data fields in existing reports
Print report
Run canned reports

Oracle Reports

Change page set-up
Navigate through form
Print report
Run report

Other

If you use software other than what is indicated in the list above, list it on the audit form and describe the purpose of the software and how you use it.

Frequently Asked Questions about the Office Professional Audit Process

POSITION INFORMATION

How is the level of a position determined?

Office professional positions are classified based on the duties and responsibilities assigned and exercised. In addition, the position's level is based on knowledge required for the position, work direction received, decision making, organizational impact of actions, supervision of others, software or other technology required by the position, key contacts, and access and relationship to sensitive and/or confidential information. Each area has been assigned a point value. Based on responses on the audit form and an interview with a representative from Human Resources, points are totaled for each of the areas to arrive at the position's level.

What factors are not considered in the reclassification of a position?

Below are examples of person-related factors that are **not** taken into account when reclassifying a position.

- **Longevity/Length of Service** – If an employee has been in a particular position for an extended period of time, longevity and length of service are not considered as factors for reclassification..
- **Financial Need** – The reclassification process does not take personal financial conditions into consideration.
- **Dedication/Performance** – We value dedicated employees who are competent, capable, experienced, and loyal. Although these characteristics are admirable, they are not considered in reclassification.
- **Change in Workload** – An increase in the workload for the duties required of the position does not necessarily mean that it's time for an audit.
- **Relationship to the University and/or Supervisor** – A good working relationship between employee and supervisor is productive, but that rapport is not considered as part of the audit process.
- **Employee Retention** – Reclassification should not be the mechanism to retain an employee within the department if a position has not changed or evolved over time.

Why can't the supervisor just move a position to a higher level?

The UAW contract does not allow this.

When a person leaves a position, it is sometimes posted at a higher level. Why does that happen?

If a position becomes vacant and is reposted, a determination as to the appropriate level for that position is made in Human Resources. It could be that the position needed to be audited to begin with and wasn't because the person previously in the position did not go through an audit.

AUDIT PROCESS

How do I know when a position should go through an audit?

You should consider reclassification when:

- responsibilities have evolved over time
- there has been a reorganization that impacts their position
- there has been a transfer or redelegation of duties/responsibilities from another position
- there have been significant changes in supervisory responsibilities
- there have been significant changes in knowledge and skills required to perform the job
- there have been significant changes in the scope of assignments and/or responsibilities
- new functions have been added to a position that were not previously performed
- there has been significant change in complexity of problems or assignments

What role does my supervisor play in the audit process? Can a supervisor help to get a position upgraded?

The role of a supervisor in the audit process can range from reviewing and signing a completed audit form to assisting the employee in filling out the form. It depends on the relationship between supervisor and employee and level of comfort completing the form. The supervisor can encourage you to complete an audit form. They can offer to assist when requested. It is up to the employee to complete the form. The supervisor can't fill it out for you.

Can feedback from others or letters of reference be submitted in support of the office professional as part of the audit process?

Feedback from others and letters of reference will not be considered during the audit process. Remember that this is not an appraisal of the employee's performance, but an evaluation of the position's classification.

Can I get my audit score?

No, you can't. The supervisor does not have access to the result either. People are under the impression that if they 'just did this' or 'just supervised someone', they would get the points they needed to go up a level or two. It is very unlikely that a slight change in just one area would move a position to a higher level. Remember that the audit takes a look at the whole position and its relationship to other positions across the university.

Is there some place to go to see if additional responsibilities would result in an upgrade?

The position is the position is the position. If a position has changed enough to warrant an upgrade through the audit process, then the position will be upgraded.

What happens during the interview with someone from Human Resources?

Both the employee and supervisor are invited to come to the interview. The HR professional will have already reviewed the form submitted by the employee and will ask questions to gain additional information and clarify some of the information submitted. The office professional may bring examples of work that represents their duties and responsibilities.

What if the position isn't upgraded? What can I do?

If the position isn't upgraded, it means that it was already classified at the correct level. It is important to understand that it is not a reflection on you or your performance. The audit is not a measure of your performance. Levels are reflective of knowledge and skills for duties and responsibilities, decision making, impact of actions, independence of action, responsibility for the work of others, scope of contacts/customer service, sensitive/confidential information, and depth of software utilization.

What happens if the department doesn't have the money to upgrade a position and the audit indicates that the position is at a higher level?

If your department doesn't have the budget to support an upgrade, then enough duties and responsibilities will need to be taken away to move the position to the appropriate level. It is important that this is coordinated with Human Resources to make sure that duties removed go to another UAW office professional position.

I have heard that there are positions that have been classified downward. How many positions have had that happen to them?

Since 1999, there have not been any positions that have been reclassified downward. Of the 58 positions that were audited since 1999, seven (7) were already classified at the correct level, 39 went up one level, and 12 went up two levels (data as of March 19, 2004).

What if my supervisor doesn't give me back my completed form to submit to Human Resources?

As per the UAW contract, "If the supervisor fails to return the audit request form to the employee within ten (10) working days, the employee shall have the right to forward the audit request form to the Director of Human Resources to begin the position audit process." However, it is important to try to involve your supervisor in every step of the audit process when possible.

Does the audit serve as a performance appraisal?

The audit process does not provide information that would be found in a performance appraisal. The purpose of the audit process is to appropriately determine the level of knowledge, skills, and abilities needed for a particular position. Employees or supervisors may request a performance evaluation. Both parties must agree and complete the request form. The evaluation becomes part of the employee's personnel file.

If there is something that I don't do (for example, supervise anyone), why am I penalized for that?

The purpose of classifying positions is not to penalize anyone, nor reward anyone for anything. It is the position that is being audited, not you or your performance. The audit determines the appropriate level for a position based on the duties and responsibilities of the position.

Are some supervisors more powerful and able to get the level they want for a position?

Supervisors may wish to have a position at a particular level, but the decision is made in Human Resources based on evaluation of the position's duties and responsibilities required.

How can you use the same tool for both academic and administrative areas? Are the factors weighted differently for different positions?

There are a variety of positions within academic areas and similar diversity within positions in administrative areas. It is the job of Human Resources to determine equity across positions within the classification system. Since all positions need to be treated equally and fairly, the same tool and factor values are used for all positions.

UAW CONTRACT INFORMATION

What are the union requirements around the audit process?

See the contract at <http://www.admin.mtu.edu/hro/laborrel/audits.html>.

Why can't the supervisor initiate the audit process?

According to UAW contract language, the employee must initiate the audit process.

AUDIT FORM

Can an office professional complete the audit form on work time?

It is up to the discretion of the supervisor and should be worked out with the employee. A supervisor is not required to allow the audit form to be completed on work time.

How does volume count in the audit?

Volume, per se, does not 'count' in the auditing of a position. The effect of volume on complexity of a position will be considered.

What resources are available to office professionals to help them fill out the audit form?

Your supervisor should be the first resource. There are members of the office professional group who are willing to work with those who are completing audit forms.

Why doesn't the form use 'percentage of effort' instead of frequency of duties and responsibilities?

It is difficult to determine percentage of effort for each duty across campus, especially since many duties and responsibilities are cyclical in nature. If one of your duties only occurs once each semester, it may be difficult for you to associate a percentage with that duty.

Are there completed audit forms (where the employee was successfully reclassified) available to see as examples?

The completed form and the interview establish the position's classification level. Every position is unique and your form should accurately represent your position. It is a misconception that using information from someone else's form will get you an upgrade.

Where can I put examples of cross-training (back up) on the audit form?

If back up and/or cross-training are an important part of your position, include them either in the Primary Duties and Responsibilities section or Additional Duties/Responsibilities section.

How are the criteria weighted?

Each of the areas is given a particular percentage of points. Those percentages are the same for every UAW position in order to treat positions in a similar manner. Criteria include knowledge and skills for duties and responsibilities, decision making, impact of actions, independence of action, responsibility for the work of others, scope of contacts/customer service, sensitive/confidential information, and depth of software utilization.

Why can't I get any credit for additional learning (computer classes or sessions I attended)?

Functions performed within the position are what are audited, not what the person brings to the position.

If this is my second audit, why can't I just list what has changed from the last time I went through and audit?

It is important for the HR professional to have a complete picture of the position, so you need to complete an audit form each time. If you have completed an audit form recently, you can use it as the basis for your new audit form.

ACTION VERBS

Communication/People Skills

Address	Debate	Interview	Publicize
Advertise	Define	Involve	Reconcile
Arbitrate	Develop	Join	Recruit
Arrange	Direct	Judge	Refer
Articulate	Discuss	Lecture	Reinforce
Author	Draft	Listen	Report
Clarify	Edit	Market	Resolve
Collaborate	Elicit	Mediate	Respond
Communicate	Enlist	Moderate	Solicit
Compose	Explain	Negotiate	Speak
Condense	Express	Observe	Specify
Confer	Formulate	Outline	Suggest
Consult	Furnish	Participate	Summarize
Contact	Incorporate	Persuade	Synthesize
Convey	Influence	Present	Translate
Convince	Interact	Promote	Write
Correspond	Interpret	Propose	

Creative Skills

Act	Design	Found	Originate
Adapt	Develop	Illustrate	Perform
Begin	Direct	Initiate	Photograph
Combine	Display	Institute	Plan
Compose	Draw	Integrate	Revise
Conceptualize	Entertain	Introduce	Revitalize
Condense	Establish	Invent	Shape
Create	Fashion	Model	Solve
Customize	Formulate	Modify	

Data/Financial Skills

Administer	Budget	Extract	Program
Adjust	Calculate	Forecast	Project
Allocate	Compute	Manage	Qualify
Analyze	Conserve	Market	Reconcile
Appraise	Correct	Measure	Reduce
Assess	Determine	Net	Research
Audit	Develop	Plan	Retrieve
Balance	Estimate	Prepare	Select

Helping Skills

Adapt	Contribute	Familiarize	Rehabilitate
Advocate	Cooperate	Further	Represent
Aid	Counsel	Guide	Resolve
Answer	Demonstrate	Help	Simplify
Arrange	Diagnose	Insure	Supply
Assess	Educate	Intervene	Support
Assist	Encourage	Motivate	Volunteer
Clarify	Ensure	Prevent	
Coach	Expedite	Provide	
Collaborate	Facilitate	Refer	

Management/Leadership Skills

Administer	Delegate	Incorporate	Preside
Analyze	Develop	Increase	Prioritize
Appoint	Direct	Initiate	Produce
Approve	Eliminate	Inspect	Recommend
Assign	Emphasize	Institute	Reorganize
Attain	Enforce	Lead	Replace
Authorize	Enhance	Manage	Restore
Chair	Establish	Merge	Review
Consider	Execute	Motivate	Schedule
Consolidate	Generate	Navigate	Secure
Contract	Handle	Organize	Select
Control	Head	Originate	Streamline
Convert	Hire	Overhaul	Strengthen
Coordinate	Host	Oversee	Supervise
Decide	Improve	Plan	Terminate

Organizational Skills

Approve	Distribute	Order	Route
Arrange	Execute	Organize	Schedule
Catalog	File	Prepare	Screen
Categorize	Generate	Process	Submit
Chart	Incorporate	Provide	Supply
Classify	Inspect	Purchase	Standardize
Code	Log	Record	Systematize
Collect	Maintain	Register	Update
Compile	Monitor	Reserve	Validate
Correct	Obtain	Respond	Verify
Correspond	Operate	Review	

Research Skills

Analyze	Diagnose	Inspect	Review
Clarify	Evaluate	Interview	Search
Collect	Examine	Invent	Solve
Compare	Experiment	Investigate	Summarize
Conduct	Explore	Locate	Survey
Critique	Extract	Measure	Systematize
Detect	Formulate	Organize	Test
Determine	Gather	Research	

Teaching/Coaching Skills

Adapt	Develop	Individualize	Teach
Advise	Enable	Inform	Test
Clarify	Encourage	Instill	Train
Coach	Evaluate	Instruct	Transmit
Communicate	Explain	Motivate	Tutor
Conduct	Facilitate	Persuade	
Coordinate	Focus	Simulate	
Critique	Guide	Stimulate	

Technical Skills

Adapt	Convert	Overhaul	Restore
Apply	Debug	Print	Solve
Assemble	Design	Program	Specialize
Build	Determine	Rectify	Standardize
Calculate	Develop	Regulate	Study
Compute	Install	Remodel	Upgrade
Conserve	Maintain	Repair	Utilize
Construct	Operate	Replace	