

Part 2-2:

The Merit System and the State Workforce



Position Classification

Systematic grouping of positions based upon duties, responsibilities, authority, etc. into classes sharing a common title, description, qualifications and pay grid



Position Classification

- Based upon a set of agency-defined duties and responsibilities; NOT the EMPLOYEE DOING the WORK
- Provides structure to merit and non-merit positions
- Establishes a basis for establishing and administering a coordinated compensation policy
- Foundation for all other HR activities: recruitment, selection, pay, training, employee/labor relations, FLSA, ADA, etc.



Position Classification

Primary Concepts:

1. Same work = same pay range
2. Differences in pay are based upon significant differences in duties
3. Methods used to group positions are objective and based on fact



Position Classification

Position Reviews

- New and existing positions are reviewed to determine appropriate classifications
- Reviews can be initiated by an employee, the agency or the Division of Personnel
- Requires the Division of Personnel to complete a paper, telephone and/or on-site audit of the position



Position Classification

Information is obtained from:

1. Position Description Form
2. Agency personnel office
3. The employee currently in the job
4. Immediate supervisor of the position
5. Agency Appointing Authority



Position Classification

Other informational sources include:

- Organizational charts
- Class specifications
- Allocation standards
- Agency program information
- Online sources
- Comparisons (workgroup, intra-agency, inter-agency)
- Rating devices (e.g., broadbanded manager rating tool)
- On-site audit (as needed)



The Position Description Form (PDF)

- Use your own words
- Spell out and explain acronyms
- Provide detailed description of duties, responsibilities and authority of the position
- Avoid "lumping" together activities of different complexity, or which require different skills
- Indicate % of time for each duty
- List all licensure, certification and special training requirements of the position
- List duties and responsibilities in descending order of priority



The Position Description Form (PDF)

- Do not assume that the "reader" is familiar with the work you do, the "tools" you use, or other aspects of the job
- It is the employee and agency's chance to explain the position
- Needs to be signed by the employee (if applicable), the supervisor and appointing authority (or their designee)



Position Classification and Reclassification

Things that slow down the process:

- Submitting an incomplete PDF
- Submitting a PDF that does not provide the supervisor's perspective of the position
- No indication of what the correct classification should be and why
- No rationale explaining why the position is/is not correctly allocated



Position Classification and Reclassification

Things that slow down the process:

- No clarification of employee statements when necessary
- No identification of omissions or inaccuracies in the employee's statement
- Substituting Classification for a pay increase
- Not considering the "Big Picture"
May require reallocation of the position (upwards, downwards, or laterally) – what ramifications exist (funding, impact on other positions, need to restructure the position or remove duties)?


