Experienced Human Resource practitioners know the challenges presented by today's labor market and realize that to help their agency attract and retain a qualified, motivated and productive workforce they must employ a variety of techniques. One tool frequently available with respect to entry and journey-level positions is the use of multi-level allocations.

Two types of multi-level allocations exist within the Uniform Classification & Pay System, multi-level vertical allocations and multi-level horizontal allocations. Multi-level *vertical* allocations are where more than one class within the same classification series or job family are assigned to a specific position (i.e. Budget Analyst I-II). Multi-level *horizontal* allocations are where more than one class in job classifications with the same core duties, but having different skills are assigned to a position (i.e. Office Support Assistant – Clerical, Office Support Assistant – Keyboarding and Office Support Assistant – Stenography).

While multi-level horizontal allocations play an important role in assisting an agency in meeting its classification and staffing needs, our discussion will focus on the use of multi-level vertical allocations. Proper usage of multi-level vertical allocations can serve to: simplify allocation and position review actions thereby expanding the ability of affected positions to meet changing job requirements; enhance recruitment efforts and provide the operating agency with greater flexibility in filling positions; and, recognize and provide a degree of career growth to affected employees. Multi-allocated positions are established at the entry and journey-level of a series, typically as a "I-II" position.

When a position is allocated as a I-II, it is on the basis that the intended duties, responsibilities and authority assigned to the position are consistent with II-level work and expectations for a trained and experienced employee. I-II allocations tend to share or have similar class concepts, with differences in the job identified by degrees (increased knowledges required, degree of independence exercised and accompanying differences in the amount or type of supervision received, increased finality of actions, increased complexity of assignments, etc.). While a position's mix of specific assignments may vary by its particular situation, the aggregate foundation of type of work, duty assignments, level of authority and responsibility exercised, necessary knowledges, skills and abilities, and the necessary requisite education and/or experience are consistent with II-level class concepts.

Once established as a multi-allocation, the agency has the flexibility to initially recruit and fill the position at either the I or the II level. Should agency recruitment and selection activities identify a viable candidate at the II level, the agency can offer employment at the II level. If such activities identify good candidates who either do not meet the requirements of a II level, or whom the agency feels need specific training or experience in the duties of the position prior to effecting an appointment at the journey level, the agency may elect to initially employ a person at the I level. Once employed at the I level, the agency retains the ability to advance the employee to the II level when qualified, and the acquisition of the necessary skills, abilities and performance has been demonstrated.

Inherent in the use of multi-level allocations is the determination by agency management that the employee is qualified and ready to assume the additional duties, responsibilities and authority of the higher level. The fact that the employee may possess the established educational and/or experience standards for the higher level should not solely form the basis for their advancement. Multi-level allocations are not intended to be administered in a manner whereby the incumbent's progression is automatic. Again, it is management's responsibility to monitor and assess the employee's assignments and performance, and to consciously make the determination that advancement is appropriate.

Proper understanding, use and management of multi-allocations can assist an agency in meeting its staffing needs.

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