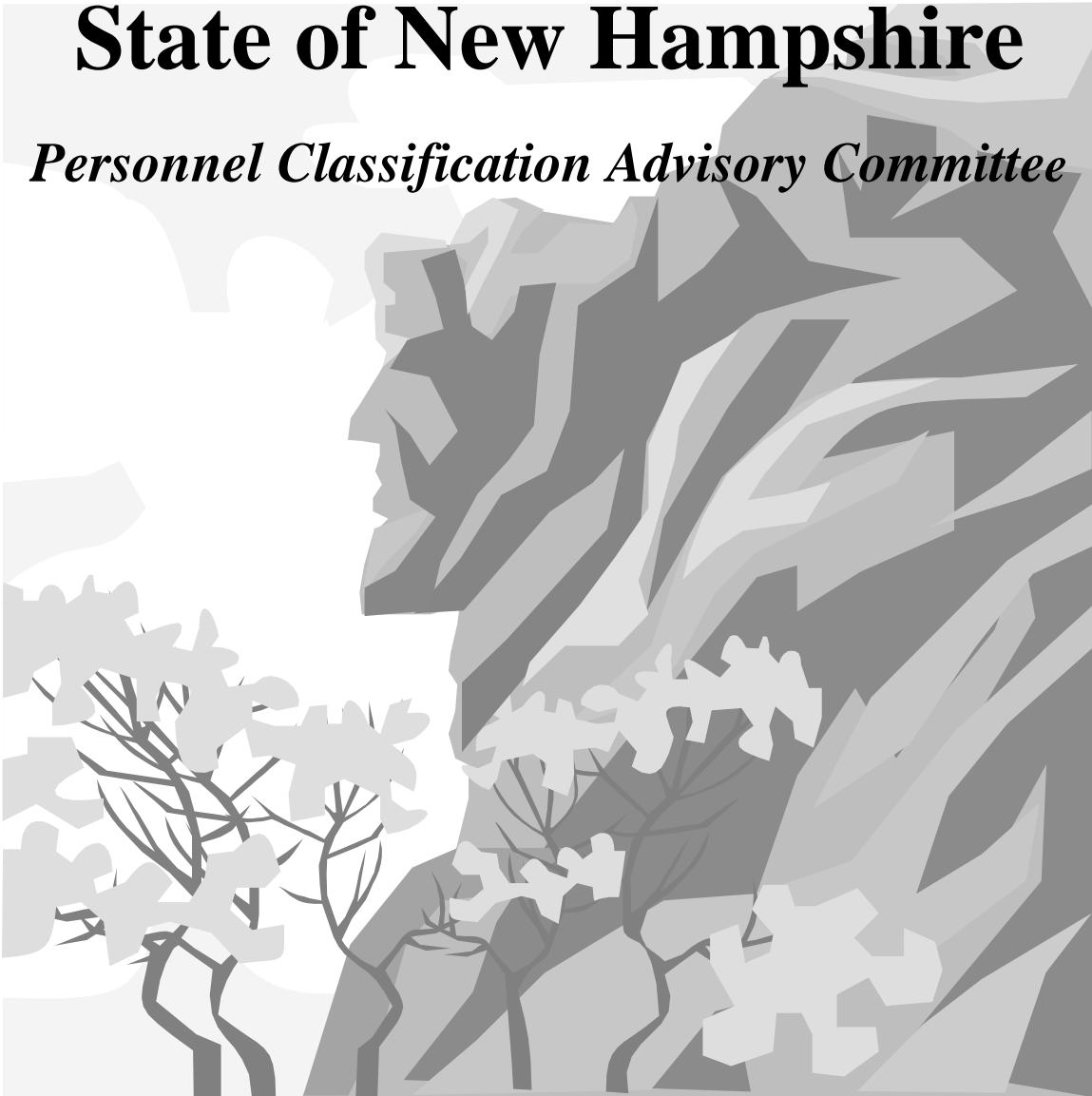


State of New Hampshire

Personnel Classification Advisory Committee



October 1, 2008 Report

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I. Executive Summary

The Personnel Classification Advisory Committee (PCAC) met from October 2007 to September 2008 and considered information obtained from a variety of sources, including discussions with representatives from the Classification Section in the Division of Personnel, research from other state government websites and the University System of New Hampshire, the Classification Technical Assistance Manual, a report published by New Hampshire Certified Public Manager program participants, and the Report from the State/SEA Personnel System Customer Focus Group. Based on its review, the Committee developed four areas of focus relating to why the classification system was established and how it is used, the complex nature of a plan designed for the entire classified system, the resources necessary to administer the classification plan, and the strengths and weakness of the current system.

Overall, the PCAC found that the components of the classification system provide a standardized and objective methodology for determining the appropriate classification for a position based on the scope of work described. However, the reclassification process is complex, involving three distinct phases, as depicted by the flow chart found in “The Classification System” section of this report. The Class Evaluation Plan forms the basic building blocks of the system and it is made up of made up of nine evaluation factors, each with six levels that are assigned different point values. Every class title receives a point factor rating for each of the nine factors, and the points are then added together to determine the labor grade. The labor grade in turn translates into compensation (a pay range with 8 salary steps) for all employees working in a given classification. In all, there are 1,200 class titles that are assigned to one of up to 35 labor grades.

In addition, the Committee found there was a lack of posted informational materials regarding the classification system. Due to the complexity of the system, insufficient access to information about the system, and confusion over the system’s tie to compensation, the Committee believes some employees may have misconceptions about the system’s basic purpose and how it actually works. Administrative procedures and legal requirements further increase the complexity and length of time needed to process requests. The Committee found that a high volume workload, combined with relatively low staffing within the Division of Personnel, also affected the response time and effectiveness of communication.

The PCAC identified a series of strengths and weaknesses of the current classification system, which are listed in detail in the “Areas of Focus” section of the report. Final recommendations for change were developed from the Committee’s analysis of these strengths and weaknesses, the resources obtained and individuals consulted by the Committee, and the research conducted in the remaining three focus areas. The PCAC’s recommendations were categorized to the following three groupings:

- A. Recommendations affecting the Division of Personnel that require review, approval or policy development by the Director of Personnel
- B. Recommendations affecting agency Human Resources offices that require review, approval or policy development by the Director of Personnel
- C. Recommendations that may require legislative action or revision to the Personnel Rules or Collective Bargaining Agreement

One of the PCAC's goals was to recommend ways to make the classification system more efficient, and for this reason a number of the recommendations concern areas that fall within the Division of Personnel's scope of authority and can therefore receive immediate consideration. These recommendations concern the Division's role in overseeing the consistent application of policies and procedures by state agency human resources offices. In addition, these recommendations are designed to help make the system more "user friendly," by ensuring that employees are better educated about the classification system and that the Division of Personnel and agency human resources offices communicate more effectively with employees at all levels within the organization.

In addition to recommendations that can be considered immediately by the Division of Personnel, the Committee developed several recommendations that may require legislative action or revision to existing Personnel Rules. Foremost on this list is the recommendation to hire an outside consultant to study areas such as the relevancy and effectiveness of the point factors, how many factors are needed, the weightings of point factors, whether broad banding should be incorporated, comparisons with other state classifications systems, and the salary matrix and number of labor grades. Although the Committee was able to identify many ways to improve the efficiency of the current system so that employees and managers see it as a valuable tool, an up-to-date study by a consultant would provide a needed analysis of system components in response to the changing needs of today's marketplace.

II. Introduction

A. About the Personnel Classification Advisory Committee

The Personnel Classification Advisory Committee (PCAC) was established in the 2007-2009 Collective Bargaining Agreement (CBA) between the State and the State Employees' Association of New Hampshire, SEIU Local 1984, CTW, CLC. The Committee is composed of four state management and four SEA members, with the shared goal of reviewing the current personnel classification system and making recommendations for changes in a report completed by October 1, 2008. The following is the language from Article 19.20 in the 2007-2009 CBA:

19.20. Personnel Classification Advisory Committee: The parties agree to appoint a personnel classification advisory committee composed of four members appointed by the Employer and four members appointed by the Association which shall serve for the term of the 2007-2009 Collective Bargaining Agreement.

- a. The purpose of the committee is: (1) to review the current personnel classification system; and (2) to make recommendations to the Employer for changes in the current personnel classification system.
- b. The committee shall be entitled to receive any information relevant to its mission and which is not confidential.
- c. The Employer shall make available to the committee such expert advice and assistance as is reasonably necessary to accomplish its mission.
- d. The committee shall submit a written report to the Employer, including but not limited to any recommended changes to the personnel classification system not later than October 1, 2008.
- e. The Employer and the Association shall receive a copy of any report or recommendations prepared by the Personnel Classification Advisory Committee.

B. Members of the Personnel Classification Advisory Committee

The members of the Personnel Classification Advisory Committee are:

State of New Hampshire

- Sandra Adams, HR Administrator, Resources and Economic Development
- Thomas Bourgault, HR Administrator, Fish and Game
- Raymond Sourdif, Associate Professor, Education and Training Bureau, Administrative Services
- Sara Willingham, Deputy Director, Division of Personnel, Administrative Services

State Employees' Association

- Lillian Emerson, Grants and Contracts Technician, Department of Education
- Linda Huard, Certifying Officer, New Hampshire Employment Security
- Dennis Kinnan, Contract and Field Operations Administrator, SEA
- Diana Lacey, Contract Specialist, Department of Health and Human Services

C. Objectives and Process

The Personnel Classification Advisory Committee (PCAC) met on a monthly basis beginning in October 2007. The Committee met with representatives from the Classification Section in the Division of Personnel to obtain information about the current classification process and the organizational structure within the Classification Section. The PCAC also researched classification plans in other states as well as the University System of New Hampshire. Other resource materials included the following:

- Classification Technical Assistance Manual, published July 2000
- “Inadequacies in the Classification System: Are they Real or Perceived,” a report by New Hampshire Certified Public Manager program participants, published in 2000
- Report from State/SEA Personnel System Customer Focus Group, published in 2000
- Division of Personnel Annual Reports, FY 2005-2007

The PCAC’s goals and objectives included reviewing the existing plan to develop a shared understanding of basic work flow and associated processes, comparing the New Hampshire classification plan with other classification plans, analyzing the effectiveness of communication concerning classification matters within the state classified system, reviewing the existing roles of the Division of Personnel and agency human resources offices, and making recommendations for changes in the current personnel classification system. The Committee began its efforts by determining strengths and weakness of the current plan, and developed four primary focus areas based on this list. The four focus areas are:

- 1. Purpose and Utilization of Classification**
- 2. Complexity of System/Structure**
- 3. System Resources**
- 4. Strengths and Weaknesses**

Final recommendations for change were then developed from the Committee’s analysis of the four primary focus areas.

III. The Classification System

A. Historical Perspective

The State of New Hampshire has used a point factor system for job classification since the 1950's, when the first study of the classification system was conducted and the Department of Personnel was originally established. The point factor classification system and the salary matrix (then 30 labor grades and 5 steps) remained in place throughout the 1960's and 1970's. During that period of time, the unclassified Director of Personnel had a "lifetime appointment," meaning the position incumbent did not serve a term and did not need to be reappointed by the Governor and Executive Council. The purpose of the lifetime appointment was to help ensure that decisions by the Director would be made without political bias. Over time, however, concerns were raised about the integrity of the classification process. In 1972, the legislature authorized and funded the New Hampshire Personnel and Management Study, conducted by Arthur D. Little, Inc. The Arthur D. Little study was well-received, but did not result in any substantive changes to the state personnel system.

In 1986, the legislature abolished the Department of Personnel and re-established the Division of Personnel within the Department of Administrative Services. This change was part of a statewide re-organization of state government under RSA 21-G. At this time, the legislature also established a four-year term for the Director of Personnel. The number of labor grades increased from 30 to 34, due largely to the inability to compensate top-level managers and professionals. The following year, the legislature authorized a contract with Peat Marwick (now KPMG) to conduct a study of the newly established Division of Personnel and the state classification system.

The Peat Marwick study provided an opportunity to survey the workforce and obtain input about the classification factors. Based on data from this survey, the factor definitions were re-written and the factor levels and points were re-evaluated. In addition, all classified employees worked with their supervisors and human resources offices to develop supplemental job descriptions for their positions. The requirements for drafting and approving supplemental job descriptions were incorporated into the Division of Personnel Administrative Rules, and the supplemental job description remains an important component of the classification system. The Peat Marwick study also recommended a change in the salary structure from 34 labor grades and 5 steps to 21 labor grades and 8 steps. Although legislation was drafted and presented to the legislature, the proposed change in the salary structure was not funded and therefore not implemented.

In 1999, a new provision was added to the Collective Bargaining Agreement (CBA) between the State and the State Employees' Association (SEA), requiring the State and SEA to set up a Customer Focus Group to study the personnel system. Similar to the Peat Marwick study, this Customer Focus Group recommended increasing the salary steps from 5 to 8. The Focus Group also recommended that the first four labor grades be dropped for permanent classified employees. The eight-step salary matrix was

successfully negotiated through the collective bargaining process as part of the 2001-2003 CBA and was implemented for all classified employees in December 2001. As recommended by the Customer Focus Group, the first four labor grades were reserved for temporary employees and all permanent classified employees in grades 1-4 moved to labor grades 5 and above. Additionally, all job classifications were increased by one labor grade, resulting in the 35 grade by 8 step salary matrix that is in effect today.

B. Components of the Classification System

The Classification Technical Assistance Manual developed by the Classification Section describes the components of the classification system in detail (see Appendix A, *Classification Technical Assistance Manual, Part A and Part E*). A brief summary of the elements that comprise the system is found below:

- System Components: position, classification, class series, occupational grouping, and the classification plan (arranged from smallest to largest)
- Class specification: a general description of a group of jobs with the same labor grade and job functions, and a document containing the factor ratings and minimum qualifications assigned to the classification. This document shows how jobs relate to one another statewide.
- Supplemental Job Description: originates at the agency level and provides a specific listing of the job accountabilities to be used in recruitment, certification, examinations, performance appraisal, and classification.
- Class Evaluation Plan: includes the following nine factors: Skill, Knowledge, Impact, Supervision, Working Conditions, Physical Demands, Communication, Complexity, and Independent Action. The evaluation plan measures the worth of a position state-wide as well as in relation to other positions within the same agency.
- Organizational Chart: identifies the position and surrounding reporting relationships in relation to the current structure of the agency.
- Position Classification Questionnaire: completed by the employee, the employee's supervisor, the human resources representative, and the agency appointing authority and used to indicate the change or changes in the employee's duties when requesting a reallocation or reclassification of the position.

Policies and requirements relating to the current classification system are also outlined in the Division of Personnel Administrative Rules. The Classification Chapter of the Personnel Rules lists the requirements for developing supplemental job descriptions, class specifications and organizational charts as well as the process for submitting

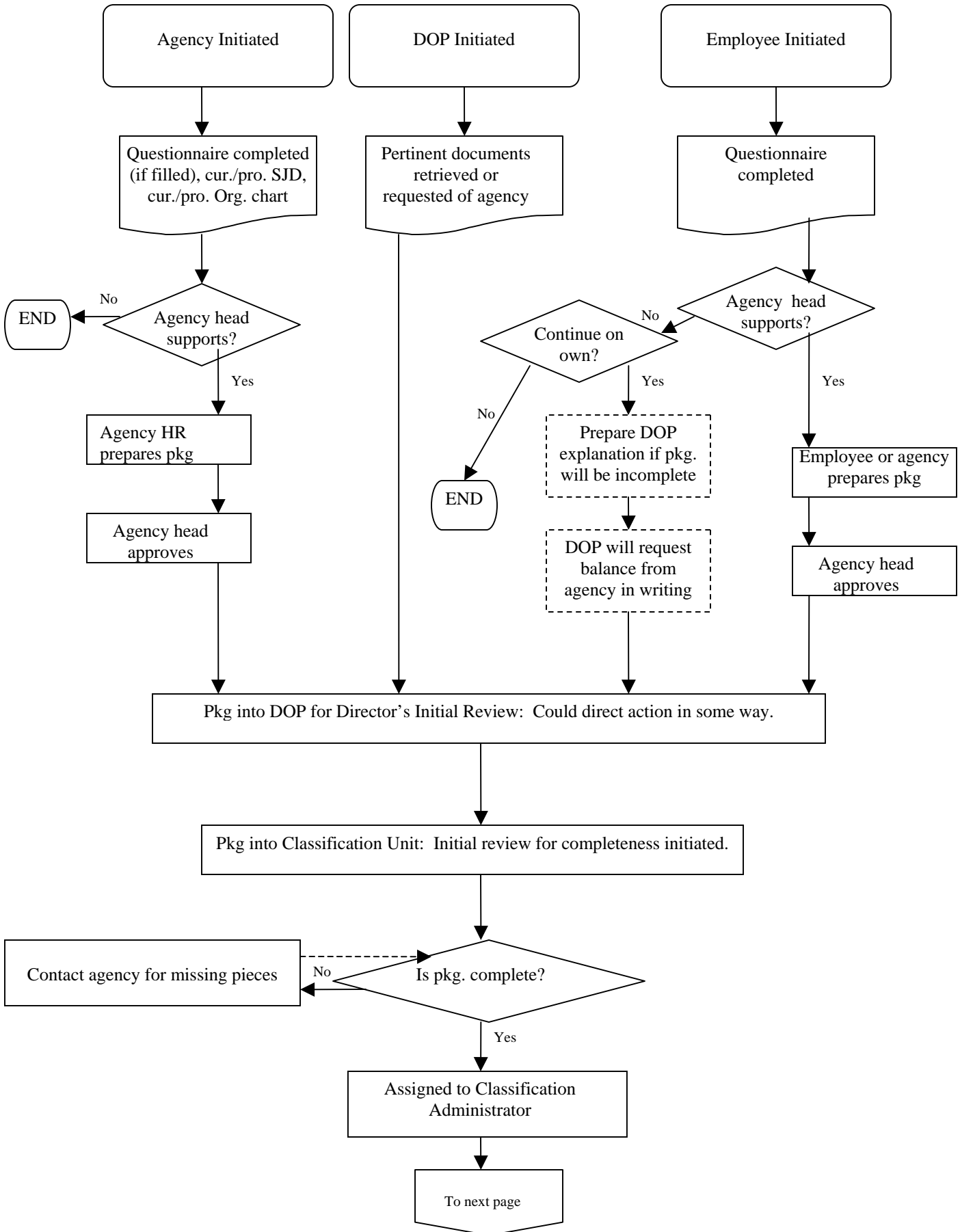
requests for reclassification or reallocation (see Appendix B, *Division of Personnel Rules, Classification Chapter*).

C. Current Reclassification Process and Flow Chart

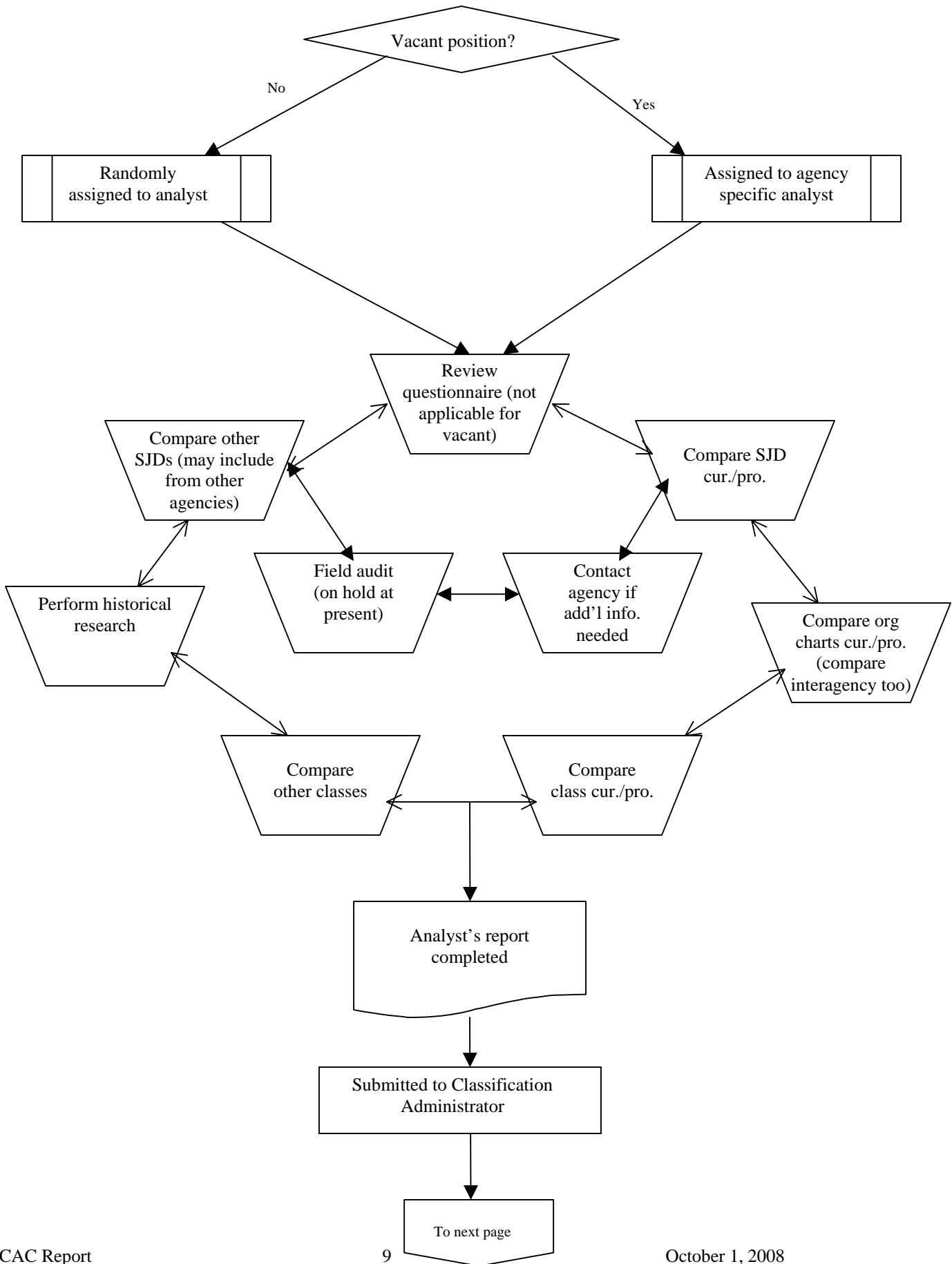
The flow chart on the following pages diagrams the current work processes for:

1. Requesting reclassification or reallocation of a position or group of positions
2. Analyzing and reviewing a completed classification package
3. Communicating the decision from the Division of Personnel
4. Requesting reconsideration or filing an appeal of the Director's decision

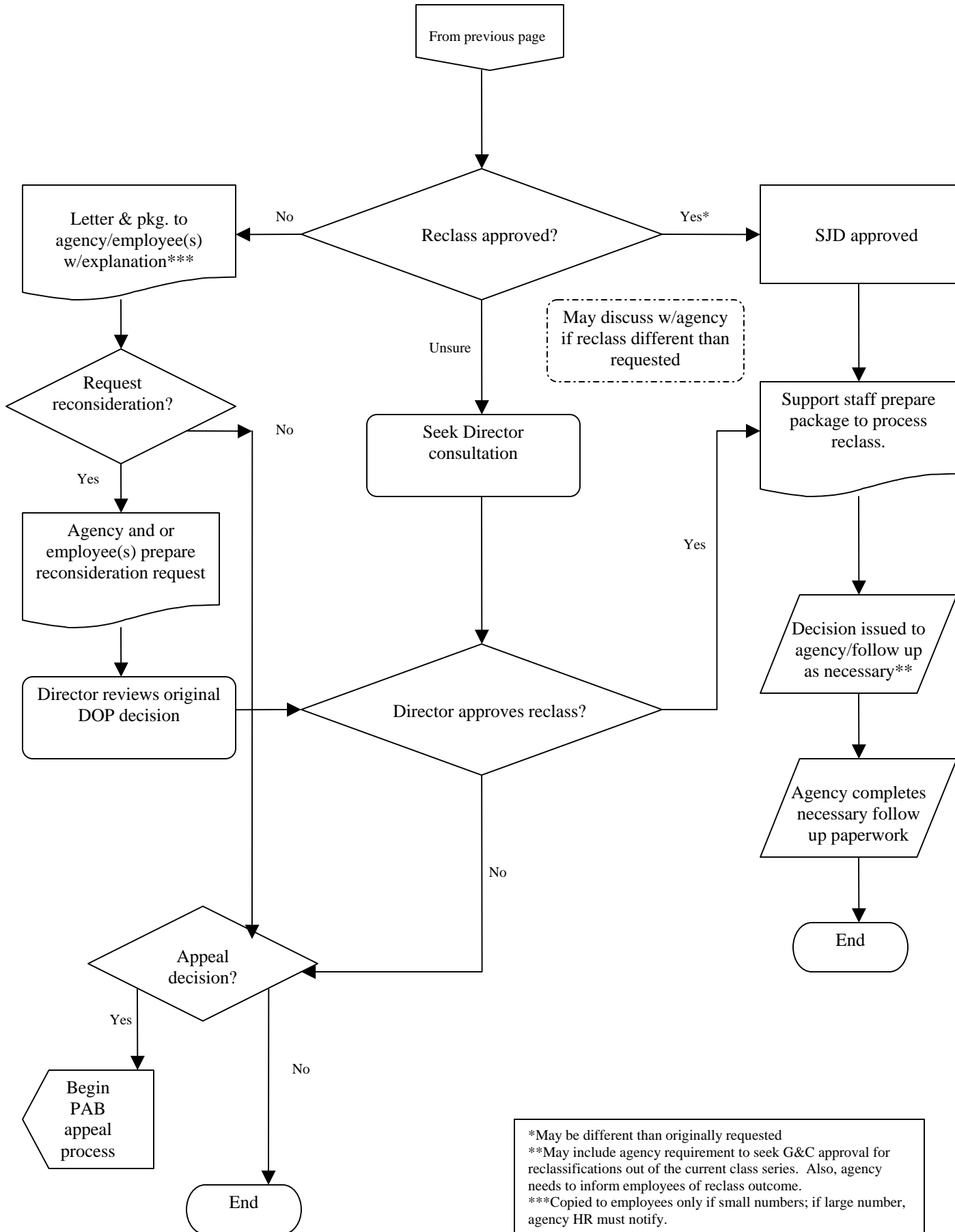
Reclassification Review Process: Initiation Phase



Reclassification Review Process: Analysis Phase



Reclassification Review Process: Decision Phase



*May be different than originally requested
 **May include agency requirement to seek G&C approval for reclassifications out of the current class series. Also, agency needs to inform employees of reclass outcome.
 ***Copied to employees only if small numbers; if large number, agency HR must notify.

IV. Areas of Focus

A. Purpose and Utilization of Classification System

Classification provides an orderly arrangement of positions in the state classified service into separate and distinct classes; each specific class contains those positions which involve similar duties and responsibilities. The process distinguishes between the general duties of positions which exist in many agencies and the specific duties of an individual **position** within a particular agency. These specific duties are outlined as accountabilities in a supplemental job description.

The position classification plan, per RSA 21:I: 42, II, is the standard for allocating positions in the classified service. The plan, by law, consists of a complete set of published class specifications and an evaluation plan and point factors used in writing class specifications and classifying positions. The purpose of the class specification is to identify the job functions, distinguishing factors, examination requirements, and the minimum qualifications which apply to all positions in the same class. The class specification identifies nine evaluation factors that serve to rate the position. When the nine factors are reviewed against the duties of the job description, this is how one determines if the classification is accurate or no longer applicable. Proper administration of the classification system helps to ensure the State of NH is fiscally responsible, because employees are compensated for actual duties performed in accordance with their assigned classification.

As mentioned, supplemental job descriptions provide the lists of duties and work assignments of the positions in state classified service. Supplemental job descriptions are developed and updated by agency appointing authorities, or supervisors assigned by appointing authorities, to oversee the work assignments of the positions.

Classifying a Full or Part-Time Position

A request to establish the classification of a temporary position is made by the appointing authority or designee, by submitting a request to the Director of Personnel. The request includes a recommendation for an appropriate classification, an explanation of the reason for the request, a proposed supplemental job description and an up-to-date organizational chart that depicts the location and reporting relationships of the proposed position. The Director of Personnel notifies the agency in writing of agreement or disagreement with the recommendation requested. When the level of classification is approved, the appointing authority is able to recruit for the new position.

The State of New Hampshire classification system contains a significant number of single-incumbent titles. This may be due in large to the past practice of requesting and receiving approval to establish positions which indicated a “uniqueness,” where an existing title may not have identified similar job functions, distinguishing factors, examinations requirements, or minimum qualifications.

Reallocation or Reclassification of Full-Time Positions

Reallocation means a determination by the Director of Personnel that the salary grade assigned to a class be reevaluated in relation to the position classification plan.

Reclassification means a determination by the Director of Personnel that a position be assigned to a class different from the one in which it was previously assigned.

When determining if positions are properly classified, it is the position's supplemental job description, and not the employee, that is the basis for the appropriate classification. If a position's scope and functions have changed, this requires a change in the supplemental job description. The change in job duties may or may not result in a different classification or class title. Factor and job analysis is conducted to determine if the duties continue to support the current classification.

It is the responsibility of the immediate supervisor to keep the supplemental job description as up-to-date and as accurate as possible, keeping in mind the legislative intent of the position. If the appointing authority believes that a position has changed to the point that it may be a different classification, with different factors and minimum qualifications required, the most expeditious course of action is to request reclassification of the position through the human resources office in the individual agency. A Human Resources Administrator, in conjunction with the employee, supervisor, and the appointing authority, reviews the request to see if the position has changed to the point that it may require reclassification. The request would need to provide a thorough explanation of the reason or reasons for the request, including what precipitated the permanent change in the duties of the position to necessitate the review (see Appendix B, *Division of Personnel Rules, Classification Chapter*).

A determination is then made by the agency as to agreement or disagreement with the request. If agreed upon, agency human resources personnel would prepare the necessary correspondence, addressing the request to the Director of Personnel. If HR does not agree with the request, this requires communication to the submitter of the request.

There is no requirement to submit a request through the agency human resources office; however in most agencies, the Commissioner/appointing authority delegates this responsibility to HR. At any point, either an appointing authority or full-time employee may file a request for reallocation or reclassification by submitting a reclassification package to the Director of Personnel containing a narrative memorandum, which includes a thorough explanation of the reason for the request, a recommendation, and the approximate cost and funding source for the request; the employee's current, approved supplemental job description; the proposed supplemental job description which has been annotated to reflect any changes in job responsibilities; a current and proposed organizational chart; and a position classification questionnaire.

If the request is submitted directly to the Division of Personnel by the employee, this requires a statement identifying the date of the initial request to the appointing authority

for position review and the appointing authority's response to the request, if any. Additionally, the narrative memorandum, the current and proposed supplemental job descriptions, the current and proposed organizational charts, and the position classification questionnaire become the responsibility of the employee.

If the Division of Personnel finds that any request is not complete (a request submitted by either an appointing authority or by the employee), the incomplete request is returned to the agency or the employee. Regardless of whether the appointing authority or the employee submits the reclassification request to the Director of Personnel, the director or the director's designee will review the information to determine if reclassification or reallocation is required.

If the request is to reclassify a vacant position, there is no requirement to submit a completed position classification questionnaire. The agency submits a request which includes a justification narrative, a proposed supplemental job description and an organizational chart. The Director of Personnel notifies the agency in writing as to agreement or disagreement with the requested level of classification. With less supporting documentation, a vacant position request may be reviewed more expeditiously. It was unclear to the Committee as to whether reclassification requests for vacant positions should be reviewed and acted upon as a priority over filled positions. However, if all requests were acted upon in a first in-first out basis, this may be more equitable.

Classification/Reclassification Misconceptions

It is important that employees, also referred to as position incumbents, understand that **they** are not "upgraded"; but rather it is their positions that are reviewed and reclassified. If incumbents personalize the process by expressing that their jobs are more complex, they may be looking at the need to be "upgraded." A common belief may be that certainly their jobs are worth more if they have become more complicated to perform, that an "upgrade" or reclassification is in order because they should be earning more money.

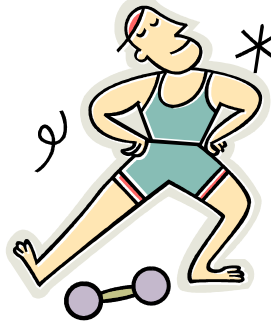
As employees become more skilled at performing their position responsibilities, they may need to move on to promotional opportunities, rather than look at having their positions "evolve." A position is reclassified when the position functions have changed with different factors and different qualifications required to perform those functions. Also, when a hiring freeze has been instituted by Executive Order, employees may assume additional functions when vacancies occur. However, this is not an issue of reclassification but a temporary assignment of duties until such time the "frozen" positions may be filled.

Frequently Asked Questions (FAQ's) would be helpful for agencies and employees as a reference guide or resource tool. Some states provide these FAQ's in their classification materials. The Division of Personnel should serve as a consultant for agencies and employees to provide as many tools as possible to help to understand the process of classification/reclassification.

THESE THINGS DON'T COUNT IN CLASSIFYING YOUR POSITION



FINANCIAL NEED



RELATIVE EFFICIENCY



VOLUME OF WORK

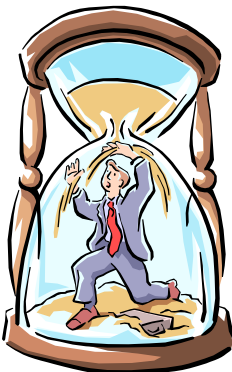


UNUSUAL QUALIFICATIONS

- These do:
- Nature and variety of work
 - Difficulty of the work.
 - Authority and responsibility exercised.
 - Extent of supervisory controls over the work.
 - Qualification requirements of the work.



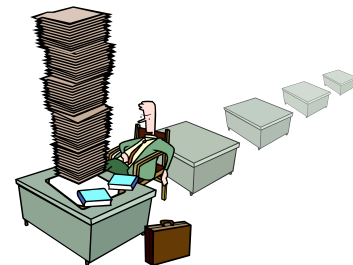
SCARCITY OF NEW EMPLOYEES



LENGTH OF SERVICE



PERSONALITY



UNUSUAL DILIGENCE
OR OVERTIME

B. Complexity of System/Structure

The state classification plan provides a systematic method for identifying and describing the factors and levels of job functions needed by all agencies in the classified state workforce. New Hampshire's classification plan was designed specifically for its state workforce, and one of its strengths is that it provides a statewide standard and methodology for classifying positions. The system covers a variety of occupational groupings and is used for state agencies with different missions, cultures and working environments. As the workforce has evolved, the classification system has grown increasingly complex. The Personnel Advisory Classification Committee (PCAC) identified several classification processes and policies that would benefit from redesign or review and would help to simplify the systems currently in place.

Number of Class Titles

There are currently 1230 class titles in the New Hampshire classification plan. These class titles are used to classify the 11,188 full-time classified positions in the workforce, which means that there is a ratio of one class title for every nine positions. Based on data obtained from the National Association of State Personnel Executives (NASPE) in April 2008, the number of class titles is high when compared to the number of full-time employees in other states (see Appendix C, *Comparison Data, Number of Class Titles to Number of Positions by State*). In fact, of the 42 states surveyed, New Hampshire ranks 4th, and only Arkansas, North Dakota, and Vermont have more class titles in relation to the overall number of full-time classified positions.

A review of the class title listing also shows that career ladders exist for certain classes but appear to be lacking for others, possibly due to the specific hiring needs and mission of individual state agencies. An up-to-date study and review of the number of class titles would allow for analyzing the effectiveness of career ladders currently existing in the state system, along with recommendations as to whether additional career ladders and paths could be developed. This analysis might include a comparison of minimum entrance requirements with a focus on whether experience could be exchanged for education when determining whether job applicants are eligible for a position under recruitment.

Out of Class Series Reclassification Requests

State law currently requires that when a reclassification changes a position to a class title in a different class series, the change must be approved by the Governor and Executive Council:

21-I:56 Reclassification of Positions or Increases.

I. Any request for reclassification of a position to a different class series as provided in RSA 21-I:54 shall require the approval of governor and council.

The majority of reclassification requests approved by the Division of Personnel are within the same class series, and do not require approval by the Governor and Executive Council. For the small fraction that are out of the original class series, the approval process can be time consuming for both state agencies and the Division of Personnel. It may be appropriate to streamline this requirement.

Communication with Employees and Human Resources Offices

By law, the Division of Personnel is charged with “preparing, maintaining and periodically revising a position classification plan for all positions in the classified service, based upon similarity of duties performed and responsibilities assumed so that the same qualifications may reasonably be required for, and the same schedule of pay may be equitably applied to, all positions in the same classification” (RSA 21-I:42). The statute intends for the Division of Personnel to maintain expertise in the area of classification, and the viewpoint of a centralized office allows for objective comparison of positions across the state.

As an alternative, there appears to be room for agency human resources offices to be more actively involved in the process of reclassifying positions within their agency. Although the Division of Personnel successfully shares knowledge internally, there are opportunities for better communication with other agencies about the procedures and policies associated with the classification plan. For example, it can be difficult for employees outside the Division of Personnel to navigate through the classification process from beginning to end. Increased communication from the Division of Personnel would help state employees and administrators to understand how their positions relate to other similar positions within the state system. In addition, training developed and conducted by the Division of Personnel in the area of classification may allow for some classification processes to be decentralized, particularly if clear parameters are established for the functions delegated to agency HR offices.

The Committee’s review of human resources websites from other states revealed that several states post informational materials such as “Frequently asked Questions” (FAQ’s) for classification system which may help increase understanding of the purpose and goals of the classification system (See Appendix C, *Comparison Data, FAQ’s from Other States*). Developing and providing specific classification training to agency human resources offices should assist in explaining decisions and in making appropriate initial class title recommendations to the Division of Personnel.

C. System Resources

As indicated in the Areas of Focus, and throughout Committee discussions, the topic of resources came to the forefront on several occasions. When we generally think of resources, we think time, staffing, money, expertise, etc. The following pages discuss resource areas the Committee felt would be primary areas of focus to facilitate positive change.

Division of Personnel:

Although RSA 21-I:54 requires a decision on any request for reclassification or reallocation within 45 days of receipt of a completed request, the reclassification process can take several months or longer. Depending upon the level of complexity and the number of positions involved, a request can take upwards of six months from the time it was received and screened for completion at the Division of Personnel to the time the Director makes a determination. This is a long wait when a request involves a filled position and an employee who may be doing work that falls outside of his or her class. Overall, the time period for the Division of Personnel's completion of a reclassification request is perceived as too long by position incumbents, their supervisors, agency heads and agency human resource personnel. This same perception was noted by two previous committees that looked at Division of Personnel classification issues ("*Inadequacies in the Classification System: Are they Real or Perceived*" and *Report from State/SEA Personnel System Customer Focus Group*).

During state fiscal year 2007, the Division of Personnel received a total of 585 reclassification requests (or 4.8% of the classified workforce), 465 requests in fiscal year 2006 (3.8% of the classified workforce) and 428 requests in fiscal year 2005 (3.5% of the classified workforce) [data from *Division of Personnel Annual Reports*]. Currently, the Classification Section – the unit responsible for the lion's share of the reclassification review process – is comprised of three full-time positions that are tasked with reviewing every reclassification request submitted (see Appendix D, *Organizational Chart, Classification Section*). The unit has dwindled in size over several years and is currently 40% smaller than it once was. Couple the current section size with an increased workload and the perception that the reclassification process takes too long, and it appears that the Division of Personnel has had insufficient staffing levels to accommodate the workload. When the Committee reviewed other states' level of staffing for classification sections, it found that New Hampshire has lower staffing levels than similarly situated states (see Appendix C, *Comparison Data from Other States*).

With an increase in staff, the Division of Personnel portion of the reclassification process could become more timely and could promote improved efficiencies with respect to the reclassification process in its entirety. An increase in staff could enable the Division of Personnel to resume the important function of conducting job audit interviews ("desk audits"), a component of the reclassification process that provides reviewers with important insight into the position(s) being reviewed. In addition, an appropriately sized classification section could enable Personnel to increase its capacity to proactively consult with agencies to minimize the incidences and length of time that employees are working out of class. Similarly, a timely response would reduce the need to adjust wages retroactively for approved reclassifications that take longer than 90 days.*

*Applies to positions covered by the SEA/State of NH 2007-2009 Collective Bargaining Agreement; Article 19.16b.

Although a reduction in delayed determinations would result in increased savings, such as the labor spent by an individual or department representative tracking progress on a request and communicating that progress forward for months at a time, the Committee acknowledges that additional staff results in additional cost. With these considerations in mind, an alternative to increased Division of Personnel classification unit staff may be to empower select agency human resource staff to assist in the reclassification process to a greater degree. Another option could be the use of a third party (contractor) to assist Personnel. Use of a contractor adds administrative burdens – a new layer – to an already complex process. The new layer would come with additional costs and could erode employee confidence in what is generally considered to be an unbiased and trusted process.

Department/ Agency:

This Committee shared the same concerns that previous committees had when the discussion focused on the agency level portion of the reclassification process. Although the reclassification process generally begins at the employee/direct supervisor level, the process does not technically begin until a completed request is received by the Division of Personnel. This means that a considerable length of time can go by before the reclassification request arrives at the Division of Personnel. Because the agency part of the process is not regulated or monitored by the Division of Personnel, agencies are not held accountable for delays in the process under their own control.

At the agency level, accurate information and guidance about the process, and completion of tasks associated with the process, may be communicated in varying degrees. Some agencies may have several approval levels in place before the agency head would support a reclassification request; others may have only one. Some agencies have fully trained and experienced human resources staff that can effectively inform and guide an employee or supervisor in the process; others might need to rely largely upon the Division of Personnel's guidance.

In addition, the size of the agency may impact how effective the communication as perceived by employees. Communication may also depend on what a person's role is in the process: employee, direct supervisor, upper management, HR staff, or agency head. Most requests filed with the Division of Personnel are supported by the agency, and very few are submitted without the support of the agency. This leads to the perception that the internal agency level portion of the reclassification process is a sort of "make or break" point for reclassification requests.

The Committee is interested in improving, standardizing and regulating the agency level portion of the process. As stated above, the agency's communication between an impacted employee, the employee's direct supervisor, upper agency management and agency human resource staff is not standardized or centrally monitored by the Division of Personnel. Because the reclassification process is rooted in New Hampshire law and governed by legislatively approved Division of Personnel rules, the Committee believes

that standardization at the agency level portion of the reclassification process would improve the Division of Personnel's monitoring at that level.

Standards for the agency portion of the reclassification process should be established, with the Division of Personnel having monitoring responsibilities. The standards and monitoring should ensure that agencies can be held accountable for their portion of the process. The standards should also include specific timeframes for each step of the internal agency portion of the process and reporting of those timeframes to impacted employees and supervisors. This is consistent with RSA 21-I:54, which mandates a standardized, monitored, and fully accountable reclassification process.

Are agency HR staff adequately trained and staffed to handle their portion of the process? Does the agency have enough trained supervisors and managers to accurately facilitate – in a timely manner – what is necessary for a reclassification to proceed to the Division of Personnel? Do employees know their rights with respect to the filing of reclassification requests? Do agency supervisors and managers understand that by law, the Division of Personnel has decision-making authority on reclassification requests and the agency's role is to support that process? The Committee believes that the answers to these questions may sometimes be “no.”

Agency HR staff should be properly trained in their role in the reclassification process. This could enhance communication between the employee and employer if standard communication protocols regarding the reclassification process are established and carried out by human resources. If carried out by the human resources office, communications about the reclassification process would have one central line, because the Division of Personnel's communication to the agency generally occurs through HR staff. A central line of communication should improve the accuracy and timeliness of information flowing between all of the people involved in a request.

Governor and Executive Council:

For those reclassification determinations that result in positions changing class series, the need to seek Governor and Executive Council approval adds another step to the reclassification process. This is particularly noteworthy when, as previously stated, the Division of Personnel and agencies may have limited or insufficient resources to carry out core reclassification functions. When a reclassification involves this additional layer of approval, four weeks are added to the timeline, and numerous hours are dedicated to preparing the Governor and Executive Council request and submitting it on time. The Committee believes that a cost benefit analysis should be conducted to determine whether this step in the process should be changed.

Classification Staffing:

Currently the Classification Section in the Division of Personnel has a total of one full-time supervisor, two full-time analysts, one full-time administrative support position and one part-time administrative support position (*see Appendix D, Organizational Chart,*

Classification Section). Classified employees in the State of New Hampshire total 11,168 (2007), representing 1230 active classification titles. Below is a sampling of states listing total employees and staffing levels within their Classification units. Based on the data acquired by the Committee, of the 15 states listed, New Hampshire ranks as the 9th highest ratio of classified employees to classification unit employees in this group (note: Montana also uses outside consulting firms).

State	# of Classified Employees	Classification Unit Employees	Ratio
Alaska	15,000	25	1:600
Montana (also uses 3 external consulting firms)	12,800	9	1:1422
Hawaii	21,000	18	1:1167
Michigan	54,000	44	1:1227
Rhode Island	10,000	8	1:1250
Ohio	50,500	23	1:2196
Louisiana	40,500	18	1:2250
W. Virginia	18,000	5	1:2250
New Hampshire	11,180	4.5	1:2485
Vermont	7,500	2.5	1:3000
Maine	15,000	4	1:3750
Oklahoma	27,000	5	1:5400
Mississippi	38,000	7	1:5429
Washington	58,000	8	1:7250
New Jersey	61,000	8	1:7625

D. Strengths and Weaknesses

The Personnel Classification Advisory Committee (PCAC) identified a number of reasons why the current classification system overall remains an effective method of evaluating and ranking classified positions. Most notably, the system provides statewide standards and methodology for evaluating positions. However, the system has not been updated in twenty years and for this reason, there are some weaker areas that could benefit from study.

The Committee members felt that some of the areas of strength also fall into the category of weaknesses. For example, strong points such as consistent minimum entrance requirements for positions become weak points when these requirements are not reviewed and updated on a regular basis. Similarly, the lack of a job market connection when assigning point factor ratings could be considered a strength, because state jobs are considered in relation to one another rather than to positions outside the state system. Alternatively, this could also be considered a weakness, particularly with regard to recruitment, if salaries do not keep pace with market demands.

The following is a summary of general strengths and weaknesses identified by the Personnel Classification Advisory Committee:

Strengths

- Statewide classification standards and methodology exist
 - Division of Personnel is an unbiased reviewer
 - Division of Personnel understands the system, shares knowledge internally, and Classification Specialists have assigned agencies which builds expertise and communication
- Supplemental job descriptions provide detailed lists of specific job accountabilities used in documenting reclassification requests
- Minimum job qualification requirements include equivalencies for many classes (exchange of education and experience)
- Career ladders exist for certain classes and allow for advancement opportunity within a particular career path
- Jobs are ranked in relation to one another and temporary salary enhancements are allowed under Personnel Rules

Weaknesses

- Career ladders exist for certain classes but are lacking for others
- Need for timely update of supplemental job descriptions
- Minimum entrance requirements need ongoing review and update
- No job market connection other than temporary salary enhancements allowed under Personnel Rules
- Communication to employees and navigation of the process
 - Need for “Frequently Asked Questions” (FAQs) for classification system
 - Division of Personnel does not serve as a consultant for organizations
- Lack of electronic storage of data from previous reviews; supplemental job descriptions are maintained in hard copy files
- High number of classifications and single incumbent titles

- Complexity of process requires numerous approval steps (e.g., Governor and Executive Council approval for out-of-class series reclassifications)
- High workload and length of time to process, not enough resources to conduct job audit interviews (“desk audits”), priority of vacant position reclassification requests over filled position requests

V. Recommendations

The Personnel Classification Advisory Committee (PCAC) compiled a list of recommendations based on an analysis of the current classification system, with particular emphasis on the areas of focus described in Section IV of this report. These recommendations have been grouped into the following categories:

- A. Recommendations affecting the Division of Personnel that require review, approval or policy development by the Director of Personnel
- B. Recommendations affecting agency Human Resources offices that require review, approval or policy development by the Director of Personnel
- C. Recommendations that may require legislative action or revision to the Personnel Rules or Collective Bargaining Agreement

A. Recommendations affecting the Division of Personnel that require review, approval or policy development by the Director of Personnel

1. Conduct statewide audit to ensure agencies are following Division of Personnel rules and policy consistently
2. Develop “Frequently Asked Questions” for classification system and post on the human resources website; make the Classification Technical Assistance Manual available and accessible to all employees
3. Change the role of Division of Personnel to include consultation with agencies on reorganization and classification
4. Reduce the number of single incumbent classifications and keep the total number of class titles to a reasonable minimum
5. Review staffing levels within the Classification Section, Division of Personnel based on comparison with other similar states
6. Develop formal training on the classification system for new agency Human Resources Administrators
7. Yearly presentation by the Division of Personnel to state agencies regarding the reclassification process
8. Identify job families and conduct review and analysis of career ladders, including a review of minimum qualifications “equivalencies” (exchange of training or experience for education requirements)

B. Recommendations affecting agency Human Resources offices that require review, approval or policy development by the Director of Personnel

1. Establish a standardized timeframe for single position reclassification requests to be out of the respective agency, and a collaborative approach to manage timeframes for complex requests affecting multiple positions
2. Mandatory updates on the status of the reclassification on a regularly scheduled basis from the agency human resources office to the employee
3. Consider decentralization for certain agencies with high volume of reclassification requests
4. Agency human resources staff offices meet with employees regarding why decisions are made

C. Recommendations that may require legislative action or revision to the Personnel Rules or Collective Bargaining Agreement

1. Hire a consultant to study relevancy and effectiveness of the point factors, how many factors are needed, weightings of point factors, whether broad banding should be incorporated, comparisons with other state classifications systems, and the salary matrix and number of labor grades
2. Mandatory review of positions every 5 years
3. Review the requirement for Governor and Executive Council approval of out-of-class series reclassifications

Appendix A

Classification Technical Assistance Manual, Part A and Part E

Published July 2000

PART A: INTRODUCTION TO CLASSIFICATION

Section I. COMPONENTS OF THE CLASSIFICATION SYSTEM

The State of New Hampshire position classification plan provides a systematic method for identifying and describing the factors and levels of job functions needed by all agencies in the classified state workforce. Classification is the process which assigns a rating to these functions according to their value. The complete classification system contains the following components, arranged from smallest to largest: position, classification, class series, occupational grouping, and the classification plan.

(1) POSITION: a position represents a group of duties and responsibilities assigned to be performed by an individual. A position may be full time or part time, permanent or temporary, filled or vacant, year round or seasonal.

(2) CLASSIFICATION: Two or more positions may be classified together when their job duties and responsibilities are similar enough so that the following applies:

- They may be assigned the same title.
- The minimum education and experience requirements are at the same level.
- They usually receive the same ratings for each of the nine class evaluation factors.

(3) CLASS SERIES: A class series is a general career grouping of two or more classifications which involve the same type of work in increasing levels of complexity, job responsibility, and minimum qualifications.

(4) OCCUPATIONAL GROUPING (job family): An occupational grouping is a broad field of employment which encompasses a number of related classifications. Occupational groupings provide a way to categorize classifications in order to identify career paths and to establish career ladders.

(5) CLASSIFICATION PLAN: The classification plan is represented by the complete published set of class specifications grouped alphabetically by class title. The entire classification plan includes the evaluation factors and factor levels used to write class specifications and classify positions.

Section II. SCOPE AND PURPOSE OF CLASSIFICATION

PART A: INTRODUCTION TO CLASSIFICATION

In order to discuss the classification process, it is essential to understand how each of the five components of the classification system relates to one another. The individual elements of the classification system enable us to group together positions and related functions so that the same qualifications may reasonably be required for, and the same schedule of pay may be equitably applied to, all positions in the same classification. Classification provides an orderly process to distinguish between the general duties of positions which exist in many agencies and the specific duties of an individual position within a particular agency.

The systematic application of the classification process can be easily misunderstood if any one of these components is missing. A common misconception is that employees are "upgraded" when it is actually their positions that are reviewed and reclassified. In any classification system, however, it is the position and not the employee that is the basis for classification. This means that when we determine the appropriate classification for a position, we study the job duties and responsibilities that are performed by the incumbent, not the competence, qualifications, interpersonal skills, or other personal attributes unique to the person in the position. This does not mean that an employee's personal attributes have no effect on their job duties and responsibilities. A person's qualifications and abilities may be an important factor in what a supervisor decides to delegate to a position, which in turn can affect that position's class. On the other hand, the potential or ability of an individual employee may far exceed the scope and complexity of a position as it actually exists. This would not impact on the classification of a position.

In determining the appropriate salary grade for a position, we rate the nine evaluation factors in relation to the position and to other positions within the agency as well as throughout the entire classified personnel system. The role of job classification is to focus on the position as it actually exists and to classify it accordingly. With this in mind, there are several areas which, although they relate to job classification, do not provide a basis for reclassifying a job. The following three areas are particularly important to remember when considering an appropriate classification for a position in your agency:

- (1) A position is classified based on actual existing duties, not those which should be done, or ideally would be done, or in the future will be done.
- (2) Another aspect of job classification which is not a basis for classification is the quantity or volume of work. That issue relates instead to the number of positions

PART A: INTRODUCTION TO CLASSIFICATION

required, rather than to the classification of an individual position's job requirements.

(3) Finally, the classification system has not been designed as a way to reward and commend employees when the position duties and responsibilities have not changed substantially, but have been carried out significantly well. Attempting to reclassify a position as a reward for superior performance results in inconsistencies throughout the classification system. Job classification may be used in conjunction with a performance or merit based pay system, but it does not in itself provide a means for such rewards.

Classification System Applications

The State of New Hampshire's classification system is designed to establish and maintain equity across the organizational lines of all state agencies. Some of the ways in which our classification system allows for consistency, flexibility and open communication are as follows:

- The consistent application of published classification standards, which encourages equity across the classified system as a whole.
- Generic class specifications, which allow for more flexible hiring within a given classification.
- Class evaluation factors which emphasize change in job function and explain how specific job functions increase in level of responsibility.
- The development of agency supplemental job descriptions provides for the separation of the classification process from employee performance appraisal, because job accountabilities can be tailored to specific agency needs within the broad requirements of the class specification.
- A personalized field audit and job review process, which includes increased and more flexible modes of communication between agency employees and the Division of Personnel.

Section III. COMPARISON OF CLASS SPECIFICATION WITH SUPPLEMENTAL JOB DESCRIPTION

The precise purpose of classification is to show the relationship between smaller and larger groups. The class specification, for example, should not be confused with a

PART A: INTRODUCTION TO CLASSIFICATION

description of an individual job. As previously indicated, the classification is a central element in the progression from the most general to the most specific. Though it is natural to read the class specification as being a "specific" description of the job the individual currently holds, it is actually a specific description of a group of jobs.

One of the key elements which allows us to distinguish between general and specific in the classification system is the supplemental job description. Because this document originates at the agency level, it increases communication in a number of ways. Prior to the advent of the supplemental job description, the class specification was often viewed as a job description for an individual position, even though its primary purpose was to specify where the position fit in the statewide system. This sometimes created misunderstanding, especially in the area of examples of work, which were easily confused with individual duty assignments. The employee in the position often had nowhere to turn to find a job description except to the specification, even though that document was not intended to describe an individual position.

The creation of an agency level job description, which is called a supplemental job description, satisfies the employees' needs and at the same time ties in the individual positions to the class specifications. The supplemental job description also serves as a method for managers to relate job assignments to agency level needs in clear non-technical language. The supplemental job description gives each employee the chance to understand work assignments clearly and thus perform them more effectively. Correspondingly, the agency can also measure how a job grows by using a format that is consistent statewide.

The supplemental job description allows the agency to define a position with specific references to agency needs and functions. For a specific listing of job duties, an employee can turn to the "accountabilities" section on the agency-created job description. The accountabilities section differs significantly from the characteristic duties and responsibilities on the class specification in several ways, some of which are:

- The job description lists the end results of required duties, allowing the employee to know in advance what is expected and providing the employee's supervisor with a fair method of assessing the employee's job performance.

PART A: INTRODUCTION TO CLASSIFICATION

- Communication between an employee and the employee's supervisor increases because accountabilities are developed by both parties in writing.
- Additions and deletions in the accountabilities section of the job description document how and when job duties change and how these changes can be recorded as they occur at the agency level.
- Communication between agency employees and the Division of Personnel increases because up-to-date accountabilities specific to an individual position are easily demonstrated.

In contrast, a class specification is a written evaluation of the major categories of job functions which pertain to a classification, including job factors such as complexity, skill, knowledge, impact, supervision, physical demands, working conditions, communication, and independent action. It also defines the basic purpose, characteristic duties and responsibilities, minimum qualifications, special requirements, and recommended work traits associated with the class specification.

The class specification clearly identifies the distinguishing factors of the class by using the actual words and phrases of factor levels as they appear in the plan. This means each factor level is exactly established. It also means that the class specification is clearly identified as a listing of factors appropriate to the class. The naming of the appropriate factor restores the specification to its original intention. The class specification describes the classification of a position, and not the position itself.

PART A: INTRODUCTION TO CLASSIFICATION

The following chart shows how the class specification differs from the supplemental job description:

CLASS SPECIFICATION	SUPPLEMENTAL JOB DESCRIPTION
BASIC PURPOSE AS BROAD DEFINITION OF CLASS	AGENCY SPECIFIC SCOPE OF WORK
CHARACTERISTIC DUTIES OF GENERIC CLASS	JOB SPECIFIC ACCOUNTABILITIES WITH MEASURABLE END PRODUCTS TIES TO PERFORMANCE EXPECTATIONS
DISTINGUISHING FACTOR LEVELS OF GENERIC CLASS	NOT APPLICABLE AT AGENCY LEVEL
MINIMUM QUALIFICATIONS WITH ENTRY LEVEL REQUIREMENTS FOR EDUCATION AND EXPERIENCE	MINIMUM QUALIFICATIONS WITH SPECIFIC AGENCY REQUIREMENTS AS APPROVED BY DIVISION OF PERSONNEL

(GENERAL)

(SPECIFIC)

As the above chart illustrates, job requirements break down into the following general and specific categories;

(a) The general requirements are established by the Division of Personnel on the class specification. This allows the technical process of classification to remain a personnel function, which can be carried out with preciseness and definition.

(b) The specific requirements unique to the position are established by the agency at the local level where job knowledge is much more concrete and detailed. This allows the agency the freedom to create job descriptions which accurately reflect changing work assignments.

Section I. COMPLETED REQUEST FOR RECLASSIFICATION

Requests for reclassification may be submitted to the Division of Personnel by sending the following reclassification job materials:

- (1) A narrative memo from the appointing authority or the employee (if the appointing authority is not sponsoring the request). The memo must include the following information:
 - a. The class title and position number of the position to be reviewed.
 - b. An explanation of the reason or reasons for the request, including what caused the permanent change in the duties of the position to necessitate this review.
 - c. A recommendation for change in the classification of the position to an appropriate class title.
 - d. In addition to a-c, if the request is made by the appointing authority, it must include a statement identifying the approximate cost and funding source for the request.
 - e. When a request has been made by an employee, but the appointing authority does not support or agree with the employee's request, the employee may directly submit the information which is required in a-c to the Division of Personnel. In addition, the employee must attach the documentation prepared by the appointing authority, which explains the reason why the appointing authority does not support the employee's request.
- (2) The employee's current supplemental job description which has been reviewed and approved by the Division of Personnel.
- (3) A revised supplemental job description which has been annotated by the appointing authority or employee to reflect any changes in job responsibilities.
- (4) A current organizational chart identifying the position in relation to the current structure of the agency.

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- (5) A proposed organizational chart which includes an explanation of how the change in reporting relationship is related to the agency's goals, objectives and structure. If the request is for reallocation or salary grade only and does not require a change in reporting relationship, a proposed organizational chart is not required.
- (6) A completed Position Classification Questionnaire indicating the change or changes in the employee's duties which require a reallocation of reclassification of the position.

All of the above job materials must be submitted to constitute a completed request for reclassification. Any incomplete requests are returned with a notation specifying which items are missing from the reclassification package.

The following seven pages depict a sample copy of the Position Classification Questionnaire, which must be included as part of any reclassification package submitted to the Division of Personnel.

PART E: RECLASSIFICATION

Section II. POSITION CLASSIFICATION QUESTIONNAIRE

Revised 05/25/93

**NH DIVISION OF PERSONNEL
CLASSIFICATION SECTION
STATE HOUSE ANNEX
25 CAPITOL ST
CONCORD, NH 03301**

POSITION CLASSIFICATION QUESTIONNAIRE

Your Name _____ Telephone Number _____

Department _____ Division/Bureau _____

Current Pos. Classification Title _____ Pos. # _____

Immediate Supervisor's Name and Title _____

Telephone number where supervisor can be reached _____

INSTRUCTIONS

Use this questionnaire to describe **YOUR POSITION**. It is an important document in determining the classification for your position. The questionnaire is not intended to measure how well the assigned duties are performed or to assess whether you are over-qualified or under-qualified for this position. The questions on this form are designed to determine the essential nature of the duties, responsibilities, and requirements of this position so that it can be compared and classified in relation to other positions in your department as well as throughout the classified system.

Answer each question carefully. If you are in doubt about the way certain questions should be answered, ask your immediate supervisor. The information you give will help in making sure your job is fairly evaluated and to determine where the position aligns within the classification system. Here are some suggestions to consider in completing the questionnaire:

1. Carefully read the entire questionnaire before answering so that you will not duplicate your replies.
2. Give complete, concise, and factual replies to each question.
3. Write so that a person unfamiliar with your job duties will be able to understand them.
4. Describe your assigned duties as they are now; not the way they were or will become.
5. Type your answers if possible or write your answers legibly.
6. If a question is not applicable to your assigned duties, please state N/A.

**THIS QUESTIONNAIRE WILL BE RETURNED IF THE
RECLASSIFICATION PACKAGE IS INCOMPLETE**

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ONCE YOU HAVE COMPLETED PART I OF THE QUESTIONNAIRE, PLEASE FOLLOW THE STEPS BELOW:

1. Attach a copy of your current supplemental job description which has been reviewed and granted final approval by the Director of Personnel.
2. Attach a copy of your proposed supplemental job description, along with an explanation of the proposed changes and the reason you are making this request.
3. Review Part I with your immediate supervisor.
4. Your immediate supervisor should complete Part II and submit the questionnaire to your agency's personnel representative.
5. Your agency's personnel representative should complete Part III and obtain the comments and signature of your agency's appointing authority in Part IV. If your agency does not have a designated personnel representative, your appointing authority should complete both Parts III and IV.
6. Your agency's personnel representative should submit the original copy of the completed and signed questionnaire to the Division of Personnel.

**PART I
TO BE COMPLETED BY THE EMPLOYEE**

1. Check only the categories below that describe your position responsibilities. Be prepared to verify your response to this question during the audit process. Do these tasks relate to classified state employees?
_____ Y/N

- | | |
|--|---|
| <input type="checkbox"/> Assign job duties | <input type="checkbox"/> Give instructions |
| <input type="checkbox"/> Approve program policies | <input type="checkbox"/> Check work for accuracy |
| <input type="checkbox"/> Develop work methods | <input type="checkbox"/> Delegate supervisory or program responsibilities to subordinate managers |
| <input type="checkbox"/> Deny time off | |
| <input type="checkbox"/> Manage a work unit or section | <input type="checkbox"/> Have final authority to approve the hiring of employees |
| <input type="checkbox"/> Schedule and prioritize work assignments | <input type="checkbox"/> Manage a program which affects more than one agency |
| <input type="checkbox"/> Analyze staffing requirements | <input type="checkbox"/> Develop long-range plans |
| <input type="checkbox"/> Recommend hiring or terminating employees | <input type="checkbox"/> Recommend leave |
| <input type="checkbox"/> Conduct performance appraisals | <input type="checkbox"/> Solve personnel problems |
| <input type="checkbox"/> Oversee the interaction of agency employees or policies | <input type="checkbox"/> Formulate system-wide policies and procedures |
| <input type="checkbox"/> Develop and evaluate internal personnel policies | <input type="checkbox"/> Interview applicants for position vacancies |
| <input type="checkbox"/> Discipline employees | <input type="checkbox"/> Provide training |
| <input type="checkbox"/> Other: _____ | <input type="checkbox"/> None of the above apply to my position |

PART E: RECLASSIFICATION

2. List the class titles and position numbers of the positions you directly supervise; supervision includes responsibility for signing employee supplemental job descriptions and conducting performance evaluations:

3. Explain your supervisory responsibilities for programs or program responsibilities within your agency:

4. Describe the working environment and physical conditions to which you are exposed in performing your required job duties and tasks. Do not include climate control problems that are typically not directly linked to tasks you must perform: _____

5. Describe the level of physical activity required in performing your regular job functions under normal operating conditions: _____

6. Describe the interpersonal contacts within as well as outside of your department which are required of your position and the reasons for them: _____

7. How often do you independently resolve new or unexpected problems in your work?

- () not at all
- () occasionally
- () often
- () most of the time

Please list some examples of problems you have been required to solve.

PART E: RECLASSIFICATION

8. Describe the type(s) of instructions you receive from your supervisor. Please cover the following areas: do you receive specific or general instructions; are your job assignments prioritized by you or by your supervisor; how closely and how often is your work reviewed?

9. List any guidelines used to perform your duties such as state or federal laws, regulations, policies, etc.

10. Describe the types of decisions you make in your position and specify who or what is affected by those decisions.

11. What kinds of decisions do you refer to your immediate supervisor?

12. To what extent is your supervisor involved in decisions which you make in solving problems? Example: must give up-front approval, must be kept informed; not involved unless you ask, etc.

13. List the type of equipment you use which requires special training to perform your duties. Do you also maintain and provide minor repairs to the equipment. (Y/N)

_____ Y/N _____ Y/N
_____ Y/N _____ Y/N

I hereby certify to the best of my knowledge that the information I have provided regarding my position is complete, concise, and factual.

Signature

Class Title

Date

PART E: RECLASSIFICATION

**PART II
TO BE COMPLETED BY YOUR IMMEDIATE SUPERVISOR**

1. Is the information concise and factual as outlined by the employee? Indicate any inaccuracies.

2. What precipitated the permanent change in the duties of this position to necessitate the review of this position? (Examples: legislation, reorganization, budgetary, etc.)

3. Describe the major changes in duties that have occurred in the position since it was established or last reviewed by the Division of Personnel.

4. What are the ramifications when an error is found in the work of the position incumbent (in relation to achieving your agency's goals and objectives)? Give specific examples.

5. List the class title of the position(s) previously performing any of the duties which have now been assigned to this position. _____

PART E: RECLASSIFICATION

6. What qualifications do you feel are necessary to fill a future vacancy in this position? Keep the position in mind, not the qualifications of the present employee.

a. Education: _____

b. Experience: _____

c. What other knowledge, skill, or ability is required to do this job? _____

d. License/certification required (reason why): _____

7. If you have proposed any changes from the current requirements for this position listed under number 6 above, please explain why. _____

I hereby certify to the best of my knowledge that the information given by the employee is correct and complete except as noted above.

Signature

Class Title

Date

PART III

TO BE COMPLETED BY THE AGENCY HUMAN RESOURCES REPRESENTATIVE

1. This review request is being submitted as: (Please check one)

_____ A management request to review the classification of this position.

_____ An employee request to review the classification of this position.

_____ Other (Explain):

2. Attach a copy of both a current and proposed (if different) organization chart showing the position and its relationship to other positions in the agency. If current printed charts do not accurately describe reporting relationships, please include an up-dated version.

PART E: RECLASSIFICATION

3. What is the basic purpose of the position? _____

4. How many positions in your agency have this proposed class title? _____

5. If there are other positions within your agency performing similar work, please list their class titles and position numbers.

6. How will a change in this position affect other positions within the organization? _____

Signature

Class Title

Date

**PART IV
TO BE FILLED OUT BY THE AGENCY APPOINTING AUTHORITY
(DEPARTMENT HEAD OR DESIGNEE)**

Comment on the above statements of the employee, the supervisor, and the personnel representative. Provide any other information you feel would be helpful in classifying this position.

Signature

Class Title

Date

PART E: RECLASSIFICATION

Upon receipt of a completed request for reclassification, the Supervisor of Classification assigns the request to a Human Resources (Classification) Specialist. The Classification Specialist will call the appropriate agency Human Resources representative, supervisor or employee to schedule a job audit interview with the position incumbent and immediate supervisor. On occasion, an appointment is made to speak with the appointing authority. In the case of a vacant position, the Classification Specialist meets with the position supervisor and/or the appointing authority.

Following the job audit interviews, a comprehensive Position Review Report is prepared by the Classification Specialist. The report contains an analysis of the collected information and provides a classification recommendation to the Director of Personnel and supervisory staff within the Classification Section. Based upon the report, the Director of Personnel makes a classification determination and prepares a letter of response which provides the decision along with an explanation of the analysis which led to the decision.

When the Director of Personnel renders a decision to reclassify a position within the same class series, the Division of Personnel completes a Position Profile Form (PPF), the position data base is updated, and a decision letter is sent to the agency with a copy of the PPF attached. This letter and copy of the PPF contain information necessary to complete a Personnel Action Form (PAF). If the approved reclassification is not within the same class series, the agency is required to obtain Governor and Council approval in order for the change to be made. In this instance, a copy of an information sheet is enclosed with the decision letter, listing the steps necessary to obtain approval from the Governor and Council. Upon receiving approval from the Governor and Council for reclassification of a position, the agency must notify the Classification Section so that a PPF can be completed.

A sample copy of the Procedures for Submittal of Reclassification of Positions is found on the two pages which follow.

Section III. RECONSIDERATION

If the appointing authority or the employee is not satisfied with the Director of Personnel's decision concerning the allocation of a position, the appointing authority or the employee may, within 15 calendar days of the date of the Director of Personnel's letter transmitting that decision:

- (a) File a written request for reconsideration with the Director of Personnel; or
- (b) file an appeal with the Personnel Appeals Board.

If the appointing authority or employee decides to file a request for reconsideration rather than appeal directly to the Board, the request must specify why a reconsideration is necessary by identifying only those facts which the appointing authority or the employee believes were not considered by the Director of Personnel during the position review. Pursuant to the Personnel Rules, a reconsideration request is considered a continuation of the original position allocation review by the Director, and must be completed prior to any further appeal to the Personnel Appeals Board. If the appointing authority or the employee disagrees with the reconsideration decision of the Director of Personnel, an appeal may then be filed with the Personnel Appeals Board within 15 calendar days of the date of the Director of Personnel's decision.

Appendix B

Division of Personnel Administrative Rules, Classification Chapter

Effective 10-18-06

CHAPTER Per 300 CLASSIFICATION

PART Per 301 CLASS ALLOCATION

Per 301.01 Description of Classification Plan.

(a) The position classification plan, which is prepared and revised by the director under RSA 21-I: 42, II, shall be the standard for allocating the position of every employee in the classified service.

(b) The position classification plan shall consist of the following:

- (1) A complete set of published class specifications established under Per 301.02 grouped alphabetically by class title; and
- (2) The evaluation plan and point factors used to write class specifications and classify positions.

Source. (See Revision Notes at chapter heading for Per 100) #8738, eff 10-18-06

Per 301.02 Class Specification.

(a) The director shall establish a formal written class specification covering each position in the classified system. The purpose of the class specification shall be to identify the job functions, distinguishing factors, examination requirements, and the minimum qualifications which apply to all positions in the same class.

(b) The class specification shall not be considered a job description. The duties specific to an individual position shall be listed separately in the supplemental job description required by Per 301.03.

(c) Each class specification shall contain the following:

- (1) A heading section stating the class title, class code, salary grade, occupational code, exempt or non-exempt status, date established, and date of last revision;
- (2) A definition of the basic purpose of the class;
- (3) The duties and responsibilities which are the characteristic job functions of the class;
- (4) The distinguishing factors of the class, including the required level of:
 - a. Skill;
 - b. Knowledge;
 - c. Impact;
 - d. Supervision;
 - e. Working conditions;
 - f. Physical demands;
 - g. Communication;

- h. Complexity; and
 - i. Independent action;
- (5) The minimum qualifications to be certified for entry into the class, including:
- a. The amount of formal education necessary;
 - b. The amount of equivalent schooling which may be substituted for formal schooling, such as correspondence courses, adult education courses, trade or apprenticeship training;
 - c. The amount of experience required, including the amount of time spent in practical preparation in related positions;
 - d. The amount of equivalent experience that may be substituted for formal education, or formal education to be substituted for experience, if applicable; and
 - e. Any license or certification requirements;
- (6) Any special requirements unique to the class, including any requirement for successful participation in a state examination;
- (7) The recommended work traits for the class, including areas of knowledge, skill or ability that would contribute to successful job performance; and
- (8) A disclaimer statement which shall read as follows: "This class specification is descriptive of general duties and is not intended to list every specific function of this class title."

(d) Qualification requirements in the specification for any class shall constitute a basis and source of authority for the content of examinations for the class and for the certification of the qualifications of applicants.

Source. (See Revision Notes at chapter heading for Per 100) #8738, eff 10-18-06

Per 301.03 Supplemental Job Description.

(a) The duties and work assignments for each position or group of positions in the state classified service shall be defined by a supplemental job description in the format established by this rule.

(b) The supplemental job description shall be developed and updated by the appointing authority or the supervisor assigned by the appointing authority to oversee the work assignments of the position.

(c) Any work assignment which affects more than 10 percent of the total working time of the position shall be listed on the supplemental job description by the appointing authority, designated supervisor or the employee of the position in accordance with this rule.

(d) The supplemental job description shall contain the following information:

- (1) The classification of the position assigned by the director of personnel or his or her designee;
- (2) The in-house title, if any, assigned by the appointing authority, that is consistent with the classification of the position but which does not change the classification of the position;
- (3) The dates the description was established and last amended;
- (4) A function code number which is assigned by the division and reflects the first 4 digits of the class code, followed by the department number of the agency;
- (5) The name of the person in the agency responsible for developing the supplemental job description;
- (6) The date the supplemental job description was last approved by the director or his or her designee;
- (7) A statement of the scope of work for the position;
- (8) A listing of at least 5, and no more than 10, accountabilities for the position;
- (9) A section specifying the minimum qualifications for the position consistent with the class specification, including the minimum formal education, specific job experience and any licensure or certification requirements for entry into the position. If the class specification allows related experience to be substituted for education, or education to be substituted for experience, each year of related experience shall equal a year of required education, and each year of education shall equal a year of experience;
- (10) A section stating any bona fide occupational qualifications including, but not limited to:
 - a. Minimum age requirements;
 - b. Physical ability requirements;
 - c. Additional training requirements;
 - d. Special probationary requirements; and
 - e. Required access to transportation, such as a driver's license;
- (11) A disclaimer statement which shall read as follows: "The supplemental job description lists the essential functions of the position and is not intended to include every job duty and responsibility specific to the position. An employee may be required to perform other related duties not listed on the supplemental job description provided that such duties are characteristic of that classification"; and
- (12) The signatures of the following:
 - a. The appointing authority or the employee's immediate supervisor designated by the appointing authority;
 - b. The employee currently appointed to the position; and

c. The director of personnel or his or her designee.

(e) An employee's signature on the form shall indicate the employee's acknowledgment that the review of the supplemental job description has taken place.

(f) A current, signed supplemental job description shall be maintained by the agency to be used for performance evaluations conducted in accordance with Per 801.

(g) The employee shall receive a copy of the signed supplemental job description.

(h) An official stamp containing a facsimile of the director's signature shall be used whenever the director has reviewed and approved large numbers of documents, but cannot sign each directly.

(i) An appointing authority, or full-time employee who believes that a revision to the supplemental job description might affect the classification of the position, shall have the option to request a determination from the director under RSA 21-I:54, III, provided the revision is a permanent work assignment which affects 10 percent or more of the total working time of the position.

(j) The request for a classification determination shall include at least the following:

(1) A copy of the description annotated to reflect the proposed changes; and

(2) A written statement which includes an explanation of how the proposed change is related to corresponding changes in the agency's goals, objectives, structure, and organizational chart.

(k) The director shall review a request for a classification determination and notify the requesting party within 30 days if the new duty or responsibility requires a reclassification or reallocation review.

Source. (See Revision Notes at chapter heading for Per 100) #8738, eff 10-18-06

Per 301.04 Request for Trainee Status.

(a) For purposes of recruitment, an appointing authority may request that a classified position be designated a trainee position by revising the supplemental job description under Per 301.03. The request shall be made prior to posting the position under Per 402.

(b) If the request for trainee status is approved, the director shall temporarily adjust compensation for trainee positions downward the equivalent of at least one labor grade to correspond to the revised minimum qualifications as stated in the revised supplemental job description.

(c) When a trainee meets the minimum qualifications as stated in the original supplemental job description for the position, the appointing authority shall assign the step in the new grade in accordance with Per 900.

Source. (See Revision Notes at chapter heading for Per 100) #8738, eff 10-18-06

Per 301.05 Request to Classify a Full-Time or Part-Time Temporary Position.

(a) A request made by an appointing authority for the director to establish the classification of a temporary position shall include the following information:

- (1) A recommendation for an appropriate classification and salary grade and schedule for the proposed position;
- (2) An explanation of the reason or reasons for the request;
- (3) A proposed supplemental job description;
- (4) An up-to-date organizational chart indicating placement and reporting relationships of the proposed position;
- (5) Identification of the source and availability of funding; and
- (6) The intended duration of the position, which shall be no longer than 12 months.

(b) In accordance with RSA 21-I: 54, if the duration of the position is for a period in excess of 12 months, it shall be considered a new position requiring the approval of the governor and council.

(c) The director or his or her designee shall establish the classification of the position and notify the appointing authority in writing whether or not the director agrees with the recommendation made in the request by the appointing authority.

(d) If the recommended level of classification is approved, the appointing authority shall follow the provisions of Per 400 to recruit for the new position. Additionally, upon hiring, the appointing authority shall file the appointment documentation required under Per 603.

(e) If the approved position is full-time temporary, the appointing authority shall submit the following documentation to the director for the purpose of assigning a position number, which is necessary to establish the new position:

- (1) A position profile form, which shall include the following:
 - a. Activity code of the department or division;
 - b. Effective date indicating when the position was established;
 - c. End date of the position;
 - d. Position/title description, title grade, and title/subtitle code assigned by the director;
 - e. Permanent/temporary indicator designating the position as temporary;
 - f. Time class code indicating that the position is full-time and pay class code designating the number of hours worked per week;
 - g. Position salary code identifying the salary schedule assigned to the position;
 - h. Data on the type and source of agency funding for the position;
 - i. Position number to which the new position reports;

- j. Work location code and position activity code indicating where the position is assigned within the agency;
- k. Code indicating shift differential or hazard pay, if applicable;
- l. Signature of appointing authority or designee; and
- m. Date of approval.

(2) A copy of the governor and council acceptance of monies for agency use and the fiscal committee approval required under RSA 124:15, I, if applicable.

(f) In addition to documenting the establishment of a new position, the appointing authority shall submit updated position profile forms to notify the director of the following changes in the status of any full-time position:

- (1) Budgetary adjustment, such as a change in type or source of funding;
- (2) Change in reporting relationship of the position; and
- (3) Change in employment conditions, including:
 - a. Work location;
 - b. Number of hours worked per week;
 - c. Work shift; or
 - d. Pay cycle.

Source. (See Revision Notes at chapter heading for Per 100) #8738, eff 10-18-06

PART Per 302 ORGANIZATIONAL ANALYSIS

Per 302.01 Agency Organizational Chart.

(a) Agencies shall maintain and submit to the director a current organizational chart accurately depicting each component part of the agency and the positions in each part.

(b) The purpose of the organizational chart shall be to provide a baseline depiction of the agency organizational structure and reporting relationships in relation to the statutory functions which comprise the agency's mission.

(c) In order to communicate changes in organizational structure which affect the classification of positions, an appointing authority shall update and submit to the director an organizational chart describing the reporting relationships of all affected positions in the agency.

(d) The organizational charts required under Per 302.01(a) and (c) shall follow the structure established under RSA 21-G, to the extent that the agency is required to be organized according to that structure, and, if not so required, in a manner consistent with statutes prescribing the agency's organization, so as to arrange the agency into standardized organizational units in descending order of size.

(e) In addition to identifying the overall organizational structure and reporting relationship of agency positions, the chart shall specify the class title and position number of each position in the agency, including all full-time, part-time, permanent and temporary positions.

(f) If any service, duty, or requirement is established by statute, the chart shall cite the appropriate statutory reference.

(g) The organizational chart shall indicate the date the chart was developed and last revised.

(h) An updated organizational chart shall be submitted to the director for approval prior to implementing any change in reporting relationship or organizational structure.

(i) The updated organizational chart shall be used by the director, or his or her designee, to review changes in assigned job responsibilities in order to accurately classify positions in accordance with the provisions of this chapter.

(j) An appointing authority shall not make any permanent transfer of positions from one department, division, bureau, section, or subsection to another without first notifying the director.

(k) Prior to making any transfer or reassignment of positions, the appointing authority shall state in writing to the director:

(1) Which positions are affected by the proposed transfer or reassignment;

(2) The reasons for the proposed change; and

(3) That the transfer or reassignment is related to job functions and does not have as its basis a punitive intent.

Source. (See Revision Notes at chapter heading for Per 100) #8738, eff 10-18-06

PART Per 303 REALLOCATION OR RECLASSIFICATION OF FULL-TIME POSITIONS

Per 303.01 Allocation of Classified Positions.

(a) If the director, under the authority of RSA 21-I:42, II and III determines that a position in the classified service might be improperly allocated or classified, the director may initiate a position review.

(b) If requested by the director, an appointing authority shall comply with the requirements for submission of a completed request as provided in Per 303.02(a).

(c) If an appointing authority fails to comply with a request for submission of a completed request as provided in Per 303.02(a), the director shall initiate a position review to determine the appropriate allocation and class of the position(s) in question.

Source. (See Revision Notes at chapter heading for Per 100) #8738, eff 10-18-06

Per 303.02 Completed Request.

(a) Either an appointing authority or full-time employee may file a request for reallocation or reclassification of a full-time position by submitting the following information to the director:

(1) A narrative memorandum identifying:

a. The agency code, consisting of the number assigned by the department of administrative services to identify particular state agencies, the class title and the position number of the position to be reviewed by the director;

b. A thorough explanation of the reason or reasons for the request, including what precipitated the permanent change in the duties of the position to necessitate the review;

c. A recommendation for change in the classification or allocation of the position;

d. If the request is submitted by the appointing authority a statement identifying:

1. The approximate cost; and

2. The funding source for the request; and

e. If the request is submitted by the employee, a statement identifying:

1. The date, if any, that the employee's initial request for position review was made to the appointing authority; and

2. The appointing authority's response to the request, if any;

(2) The employee's current, approved supplemental job description;

(3) The proposed supplemental job description which has been annotated to reflect any changes in job responsibilities under Per 301.03 (j) (1);

(4) A current organizational chart identifying the position in relation to the current structure of the agency;

(5) A proposed organizational chart which includes an explanation of how the change in reporting relationship, if any, is related to the agency's goals, objectives and structure; and

(6) A position classification questionnaire indicating the change or changes in the employee's duties which require a reallocation or reclassification of the position from one classification to another, or the development of a new classification to match the duties of the position.

(b) The rising cost of living or other changes in economic conditions shall not be the basis for a request for reallocation or reclassification.

Source. (See Revision Notes at chapter heading for Per 100) #8738, eff 10-18-06

Per 303.03 Incomplete Request. A request for review of a position shall not be deemed received by the division until the request is complete and contains all items specified in Per

303.02. The director or his or her designee shall specify which items are missing from any incomplete request which is returned to the agency or the employee.

Source. (See Revision Notes at chapter heading for Per 100) #8738, eff 10-18-06

Per 303.04 Response of Director.

(a) The director or his or her designee shall respond to a request for reallocation or reclassification in writing stating whether or not he or she agrees with the recommendation made in the request by the appointing authority or employee.

(b) If the director recommends reallocation or reclassification of a position, the director shall initiate a position profile form to implement the change in allocation or classification.

(c) The effective date of the change in position allocation or classification shall be the first day of the pay period immediately following the written response made by the director under Per 303.04(a).

Source. (See Revision Notes at chapter heading for Per 100) #8738, eff 10-18-06

Per 303.05 Responsibility of Appointing Authority.

(a) Upon receipt of the director's decision to reallocate or reclassify a position or positions, the appointing authority shall either:

(1) Submit an executed personnel action form or forms as described in Per 603.01 implementing the incumbent's or incumbents' change in compensation as required under Per 303.06; or

(2) If governor and council approval of the reclassification or reallocation of the position or positions is required pursuant to RSA 21-I: 54, submit:

a. An executed personnel action form or forms as described in (1); and

b. A copy of the minutes of the governor and council meeting showing such approval.

(b) For any change accomplished under paragraph (a), the effective date of the change in compensation shall be the first day of the pay period immediately following the written response made by the director under Per 303.04(a).

Source. (See Revision Notes at chapter heading for Per 100) #8738, eff 10-18-06

Per 303.06 Adjustments Due to Reallocation or Reclassification.

(a) If the director reallocates or reclassifies a position into a class with a higher salary grade because of a documented change in the position's job function, the incumbent's salary shall be increased to the lowest level in the new class which shall provide an increase equaling at least one annual increment in the former class.

(b) If the director reallocates or reclassifies a position into a class with a lower salary grade, the incumbent's salary shall be adjusted as follows:

- (1) The incumbent's salary shall not be reduced for a period of 2 years;
- (2) If the incumbent was not at the maximum step, the incumbent shall be eligible for annual step increases at the former grade that do not exceed the maximum of the new grade, provided such increases are documented by performance evaluations;
- (3) After a period of 2 years, the appointing authority shall adjust the incumbent's salary downward by assigning the step in the lower salary grade in accordance with Per 901.07 (a); and
- (4) When the incumbent leaves the position, the appointing authority shall post the vacancy at the adjusted salary level set for the position and not at the level assigned to the employee who held the position prior to reallocation or reclassification.

(c) When a position is reallocated or reclassified, or the position's class specification is revised, the minimum qualifications required shall not impose any new or additional education or experience requirements upon the incumbent or incumbents unless these minimum qualifications are required by law.

Source. (See Revision Notes at chapter heading for Per 100) #8738, eff 10-18-06

Per 303.07 Request for Temporary Reallocation or Reclassification.

(a) An appointing authority may file a request for temporary reallocation or reclassification of a position when a job assignment of limited duration affecting more than 10 percent of the total working time has been delegated to the position.

(b) A request for temporary reallocation or reclassification shall include the following information:

- (1) A proposed supplemental job description detailing specific job accountabilities to be performed;
- (2) An explanation of why the temporary reallocation or reclassification is needed; and
- (3) The projected ending date of the temporary job assignment.

(c) The temporary reallocation or reclassification of a position shall not exceed 6 months.

(d) The director shall respond to a request for temporary reallocation or reclassification by taking one of the following actions:

- (1) Approving the proposed supplemental job description at the requested level if the request is in accordance with paragraphs (a) - (c) above and is properly classified; or
- (2) Returning the supplemental job description to the appointing authority with an explanation of why the request was not approved if the request is not in accordance with paragraphs (a) - (c) above or is not properly classified.

(e) If the request for temporary reallocation or reclassification is approved by the director, the appointing authority shall file the personnel action form to implement the change in the incumbent's compensation as required under Per 303.05.

(f) The incumbent shall be required to meet the minimum qualifications stated on the specification for the new class title.

(g) At the end of 6 months, one or both of the following actions shall take place:

(1) The appointing authority shall adjust the incumbent's salary to the rate of the original classification by assigning the new step in accordance with Per 901.09 (e); and

(2) If the original change in job assignment initiating the request for temporary reallocation or reclassification is still in effect, the appointing authority shall file a completed request for reallocation or reclassification under Per 303.02.

Source. (See Revision Notes at chapter heading for Per 100) #8738, eff 10-18-06

PART Per 304 DIRECTOR'S DECISION

Per 304.01 Director's Decision Pursuant to Per 303.01.

(a) If the appointing authority or the employee is not satisfied with the director's decision concerning the allocation or classification of a position, the appointing authority or the employee may, pursuant to RSA 21-I: 57, within 15 calendar days of the date of the director's letter transmitting that decision:

(1) File a written request for reconsideration with the director; or

(2) File an appeal with the board.

(b) The request for reconsideration shall specify why a reconsideration is necessary by identifying only those facts which the appointing authority or the employee believes were not considered by the director.

(c) The request for reconsideration shall be considered a continuation of the original position allocation review by the director.

(d) If filed, a request for reconsideration shall be completed prior to any further appeal to the board.

(e) If the appointing authority or the employee disagrees with the reconsideration decision of the director, an appeal may be filed with the board pursuant to RSA 21-I: 57, within 15 calendar days of the date of the director's decision.

Source. (See Revision Notes at chapter heading for Per 100) #8738, eff 10-18-06

Per 304.02 Director's Decision Pursuant to Per 303.04 and Per 304.01. If the appointing authority or the employee is not satisfied with the director's decision, the appointing authority or the employee may file an appeal with the board under RSA 21-I: 57 within 15 calendar days of the date of the director's decision or in such other manner as may be allowed by statute.

Source. (See Revision Notes at chapter heading for Per 100) #8738, eff 10-18-06

Appendix C

Comparison Data from Other States:

- **Number of Class Titles to Number of Positions by State**
- **Examples of Frequently Asked Questions (FAQ's) - Montana, Vermont, Washington, West Virginia**

Number of Class Titles to Number of Positions By State

Rank	State	Class Titles	Number of Employees (2007)	Ratio
1	Vermont	1676	7,492	1: 4
2	Arkansas	3460	27,104	1: 8
3	North Dakota	762	6,437	1: 8
4	New Hampshire	1230	11,168	1: 9
5	Idaho	1123	11,777	1: 10
6	Nebraska	1281	14,149	1: 11
7	Delaware	1120	12,503	1: 11
8	Maryland	3883	43,991	1: 11
9	Maine	1166	13,377	1: 11
10	Mississippi	2156	26,215	1: 12
11	Nevada	1127	16,017	1: 14
12	Utah	1061	15,599	1: 15
13	Indiana	1200	18,288	1: 15
14	Minnesota	1953	30,450	1: 16
15	Connecticut	2095	35,813	1: 17
16	Wyoming	447	7,889	1: 18
17	New Jersey	3315	60,956	1: 18
18	Georgia	650	12,277	1: 19
19	Pennsylvania	2881	57,850	1: 20
20	Iowa	852	17,913	1: 21
21	Tennessee	1870	39,864	1: 21
22	North Carolina	3207	71,449	1: 22
23	Wisconsin	1740	39,629	1: 23
24	Alabama	1306	30,945	1: 24
25	West Virginia	748	18,024	1: 24
26	New Mexico	748	20,049	1: 27
27	Louisiana	1406	40,346	1: 29
28	Arizona	1047	30,384	1: 29
29	Massachusetts	868	27,724	1: 32
30	Montana	400	12,802	1: 32
31	Washington	1669	58,555	1: 35
32	Missouri	1032	37,121	1: 36
33	Kansas	511	19,376	1: 38
34	Oregon	676	30,964	1: 46
35	Colorado	516	23,754	1: 46
36	Illinois	971	51,382	1: 53
37	California	4084	232,225	1: 57
38	Ohio	846	50,483	1: 60
39	Michigan	590	53,944	1: 91
40	Oklahoma	281	27,291	1: 97
41	South Carolina	464	45,982	1: 99
42	Virginia	256	53,633	1: 210

State of Montana

Classification Process

(<http://hr.mt.gov/HRServices/ClassificationCompensation/classificationprocess.asp>)

How are positions classified?

Positions are assigned to a job code that corresponds to an occupational title and level of work based on duties and responsibilities. The classification process relies on clear documentation of job duties and responsibilities in a [job description](#). The work performed by positions in Pay Plan 020 are evaluated using the Benchmark Factoring Method, described in the Classification Manual, Volume 3: Methods and Procedures. The methodology considers specific aspects of the work or factors in terms of level definitions and benchmarks.

What are the classification factors?

Classification factors are the specific aspects of the work performed in a job that are used to evaluate the duties and responsibilities of a position. The Broadband Plan considers a single job evaluation factor to place a position in a pay band.

Classification Standards

(<http://hr.mt.gov/HRServices/ClassificationCompensation/classificationstandards.asp>)

What are benchmarks?

Benchmarks are representative positions used to illustrate how the classification factors are applied to a particular type of work. They are actual state jobs that have been evaluated by a large number of classifiers who agreed that the levels assigned to each factor are accurate for that job at that specific point in time.

What are class series?

Class series define certain occupational groups or types of work. Part of the classifier's task is to place a job in the correct class series based on the type or nature of the work performed. A number of class series have Discussions of the type of work that is typically found in that series or occupation. These discussions aid classifiers in placing a position in the correct class.

What are job codes?

Classification results in assigning a position to a class identified by a specific job code from a Classification Inventory. Classes include a class series or occupational title and a band. For example, Civil Engineer Specialist band 6 describes a specific occupation, civil engineering, at a given level of work, band 6.

Job classes are primarily used to sort related types and levels of work to compare occupational data. Classes identify groups of positions involved in similar types of work or similar occupations. Classes and class series discussions usually do not identify individual positions.

Request for Review - FAQ

Before you fill out the "Request for Review" (Form A, formerly the PER-10), you may find it helpful to review the questions and answers below. They pertain to the policies that guide the overall job classification system. These and other details are covered under the Classification Review and Classification Grievance provisions (Article 16) of the contract between the State and the VSEA. If you have further questions, please consult with your personnel officer, your VSEA representative, or contact the Classification Unit in the Department of Human Resources, (802) 828-3517, located at 144 State Street, Montpelier, Vermont 05602.

- [Why do we have a job classification system and what purpose does it serve?](#)
- [In general, how does the Willis Position Evaluation System work?](#)
- [How do I know if I should complete a request for review?](#)
- [Now that I have decided my job should be reviewed, what do I do?](#)
- [What if my job is in a job series?](#)
- [What should I do after I fill out the Request for Review?](#)
- [What happens if it takes my department more than 15 working days to forward my Request for Review?](#)
- [What happens next?](#)
- [How will I be notified of a decision?](#)
- [What can I do if I have questions about the decision?](#)
- [What are my appeal rights?](#)

Q. Why do we have a job classification system and what purpose does it serve?

A. Vermont law requires the Department of Human Resources to adopt a "uniform and equitable plan of classification for each position in state service..." using a "point factor" method of comparison. The broad aim of the classification, or job evaluation, is to maintain comparable pay grade assignments for comparable work across all agency lines. Through job evaluation, we rank all classified positions in relation to each other, by gauging them against the same "ruler." Among the many factors considered are the difficulty, demands and responsibility of each role. The key to

fairness is the uniform approach to evaluation. The Department of Human Resources uses the Willis Position Evaluation System to rate all classified jobs.

Q. In general, how does the Willis Position Evaluation System work?

A. The Willis Position Evaluation System enables an analyst to compare very different kinds of work by the same system of measurement. Using detailed information about the role, the analyst scores the four main components of a position. These are: Knowledge and Skills, Mental Demands, Accountability, and Working Conditions. The total score for all four categories equals the final rating. (It is important to note that job evaluation does not measure workload or your performance, nor does it measure things such as longevity or your particular education and experience.)

Q. How do I know if I should complete a request for review?

A. There are three ways to answer this question. First, when you receive your annual performance evaluation, your supervisor should also discuss any changes in your major duties, and whether classification review is warranted. Second, anytime there is a major change in your assigned duties, the level of your responsibility, or any change in the knowledge, skills or abilities necessary to perform your duties. Third, if your position has not been reviewed for several years classification review may be necessary.

Q. Now that I have decided my job should be reviewed, what do I do?

A. You and/or your supervisor should complete the full version of the Request for Review (form A). Before you begin you should read the instructions and all of the questions carefully. If you have questions about completing the form your Personnel Officer or someone from the Classification Unit can help you.

Q. What if my job is in a job series?

A. If your job is part of a job series your supervisor should complete a special (short version) of the Request for Review, (Form B) when you have been assigned duties at the next level in the series. If you are not sure if your job is in a job series you should ask your Personnel Officer, or contact the Classification Unit at the Department of Human Resources.

Q. What should I do after I fill out the Request for Review?

A. Sign and date the form, submit the original to your supervisor to begin the department review of your request. Department managers have 15 working days to

review, comment, and forward an employee's Request for Reclassification to the Department of Human Resources. Any pay adjustment resulting from classification review, will be effective as of the first pay period following the date on which the Personnel Department received the Request for Review.

Q. What happens if it takes my department more than 15 working days to forward my Request for Review?

A. As noted above, the effective date will be the beginning of the first pay period following the date on which the Personnel Department receives the Request for Review. However, to ensure that the effective date of any reallocation (should there be one) is not delayed, you may file your Request for Review concurrently with your department and the Department of Human Resources. Submit the original to your own department. File a copy with the Department of Human Resources, including a cover memo noting that you have concurrently filed the original with your department. If there is any change in the level of your position following an evaluation, the change will take effect on the beginning of the first pay period that follows the 15 working days allowed to managers to forward your request to the Department of Human Resources.

Q. What happens next?

A. In some cases the Request for Review cannot by itself convey the full nature of the work involved. As such an analyst from the Classification Unit or the Classification Committee for the department/agency (currently Classification Committees operate in the Department of Environmental Conservation, the Agency of Natural Resources, the Agency of Transportation, the Department of Motor Vehicles, and the Department of Buildings and General Services) may perform an audit. The analyst generally visits the employee at the work site to discuss the job duties in more depth. In addition, the analyst usually confers with the employee's supervisor or other managers to obtain the most thorough understanding possible of the role under review. If the review is assigned to a Classification Committee, members from the committee may visit the employee's work site, or the employee and the supervisor might be invited to discuss the job duties during a regularly scheduled Committee meeting. It is particularly important for the analyst to understand the changes in duties or circumstances that prompted your request for a review. Many people have trouble describing their jobs to someone else. This should not affect your job rating. The analyst will guide you in explaining the work you do. It may help to have some work samples on hand for the analyst to see, depending on the nature of your job. Remember that the analyst is evaluating job responsibilities,

not the person in the position. You should understand that a change of duties may not necessarily warrant a change in classification, and could in some cases result in a downward reallocation.

Q. How will I be notified of a decision?

A. The analyst first notifies the personnel officer for your department, and then prepares a written "Employee Notice" which contains an explanation of the decision and the Willis Point rating. For a single position review, the contractual response time for a decision is 60 days from the date of filing, for reviews involving multiple positions the response time is 90 days.

Q. What can I do if I have questions about the decision?

A. You have the option to call the analyst or to request an informal meeting with the analyst or the Classification Committee to discuss the rating. You must request such a meeting by contacting the analyst at the email or phone number indicated on your Employee Notice form, within ten working days of receiving notice of the decision.

Q. What are my appeal rights?

A. If your position was not reallocated upward at least one pay grade, or if it was reallocated downward, you may file a formal classification grievance. The grievance must be filed within 15 days of receiving any decision that may result from the informal meeting. You may also bypass the informal meeting step. In that case, you have 30 days from receipt of the original decision to file a formal grievance. And remember this process is only available to you if your position was not reallocated up at least one pay grade, or was downward reallocated.

State of Washington

Chapter 357-13 WAC

<http://apps.leg.wa.gov/WAC/default.aspx?cite=357-13&full=true>

Classification

357-13-010

Who adopts the classification plan?

The director adopts a comprehensive classification plan and any subsequent revisions to the plan. Following twenty calendar days of notice, the director must hold open, public hearings prior to the adoption or revision of the plan.

[Statutory Authority: Chapter 41.06 RCW. 05-01-201, § 357-13-010, filed 12/21/04, effective 7/1/05.]

357-13-015

What must the classification plan be based upon?

The classification plan must be based on a review and analysis of duties and responsibilities, and must include a description of each class.

[Statutory Authority: Chapter 41.06 RCW. 05-01-201, § 357-13-015, filed 12/21/04, effective 7/1/05.]

357-13-020

When and how is the classification plan to be revised?

The classification plan is prepared and revised, as needed, in consultation with employers, employee organizations, and other interested parties.

[Statutory Authority: Chapter 41.06 RCW. 05-01-201, § 357-13-020, filed 12/21/04, effective 7/1/05.]

357-13-025

What criteria must be met in order for the director to adopt revisions or salary adjustments to the classification plan?

(1) The following three criteria must be met for the director to adopt revisions or salary adjustments to the classification plan:

(a) Implementation of the proposed revision or salary adjustment will result in net cost savings, increased efficiencies, or improved management of personnel or services;

(b) The office of financial management has reviewed the fiscal impact statement of the affected employer and concurs that the biennial cost of the revision or salary adjustment is absorbable within the employer's current authorized level of funding for the current fiscal biennium and subsequent fiscal biennia; and

(c) The revision or salary adjustment is due to one of the following causes, as defined by the director in the classification and pay guidelines:

(i) Documented recruitment or retention difficulties;

(ii) Salary compression or inversion;

(iii) Classification plan maintenance;

(iv) Higher level duties and responsibilities; or

(v) Inequities.

(2) The provisions of subsection (1)(b) and (1)(c) of this section do not apply to the higher education hospital special pay plan or to any adjustments to the classification plan that are due to emergency conditions requiring the establishment of positions necessary for the preservation of the public health, safety, or general welfare.

[Statutory Authority: Chapter 41.06 RCW. 08-07-062, § 357-13-025, filed 3/17/08, effective 4/18/08; 07-17-127, § 357-13-025, filed 8/20/07, effective 9/20/07; 05-01-201, § 357-13-025, filed 12/21/04, effective 7/1/05.]

357-13-030

Must employers maintain position descriptions?

Employers must maintain a current position description for each position.

[Statutory Authority: Chapter 41.06 RCW. 05-01-201, § 357-13-030, filed 12/21/04, effective 7/1/05.]

357-13-035

Must a standard form be used for each position description?

A standard form developed by the director or one containing components similar to those found in the director's form must be used for each position description.

[Statutory Authority: Chapter 41.06 RCW. 05-01-201, § 357-13-035, filed 12/21/04, effective 7/1/05.]

357-13-040

What must be included in each position description?

Each position description must:

- (1) List the primary duties and responsibilities currently assigned to the position
- (2) List the required competencies as determined by the employer;
- (3) Identify the essential functions; and
- (4) Include any other job-related information as needed.

[Statutory Authority: Chapter 41.06 RCW. 05-01-201, § 357-13-040, filed 12/21/04, effective 7/1/05.]

357-13-045

Who is responsible for completing the position description form?

The manager of the position is responsible for completing the position description form. If the position is filled, input from the incumbent is recommended.

[Statutory Authority: Chapter 41.06 RCW. 05-01-201, § 357-13-045, filed 12/21/04, effective 7/1/05.]

357-13-050

Who is responsible for allocating or reallocating each position?

The employer must allocate or reallocate each classified position to an established class in the classification plan.

[Statutory Authority: Chapter 41.06 RCW. 05-01-201, § 357-13-050, filed 12/21/04, effective 7/1/05.]

357-13-055

What must allocations or reallocations be based upon?

Allocations or reallocations must be based upon a review and analysis of the duties and responsibilities of the position.

[Statutory Authority: Chapter 41.06 RCW. 05-01-201, § 357-13-055, filed 12/21/04, effective 7/1/05.]

357-13-060

Must employers have a procedure that addresses when positions are to be reviewed for reallocation?

The employer must establish a procedure that specifies when positions are to be reviewed for reallocation based upon substantive and permanent changes in job duties and scope of responsibility.

[Statutory Authority: Chapter 41.06 RCW. 05-01-201, § 357-13-060, filed 12/21/04, effective 7/1/05.]

357-13-065

Must the employer's procedure allow an employee to request a review of his/her position?

The employer's procedure must allow an employee to request the employer to review his/her position at least every six months.

[Statutory Authority: Chapter 41.06 RCW. 05-01-201, § 357-13-065, filed 12/21/04, effective 7/1/05.]

357-13-070

Must an employer notify an employee when the employee's position is reallocated?

Employers must provide written notice to an employee when the employee's position is reallocated. If the reallocation is to a class with a lower salary range maximum, the employee must receive at least fifteen calendar days' written notice of the reallocation. The employee may request to waive or shorten the fifteen day notice period.

For purposes of this rule, written notice of reallocation, excluding reallocation to a class with a lower salary range maximum, may be provided using alternative methods such as e-mail, campus mail, the state mail service, or commercial parcel delivery in accordance with WAC 357-04-105.

[Statutory Authority: Chapter 41.06 RCW. 05-01-201, § 357-13-070, filed 12/21/04, effective 7/1/05.]

357-13-075

Must the notice of reallocation inform the employee of the right to request a director's review of the reallocation?

Notice of reallocation must include information regarding the employee's right to request a director's review of the reallocation per WAC [357-13-080](#). This requirement does not apply when the employee is being reallocated to a class with the same salary range maximum based upon the director taking action to implement a new classification plan under the provisions of RCW 41.06.136.

[Statutory Authority: Chapter 41.06 RCW. 05-01-201, § 357-13-075, filed 12/21/04, effective 7/1/05.]

357-13-080

Can an employee request a director's review of a position review or reallocation of the employee's position?

(1) An employee may request a director's review of the results of a position review or reallocation of the employee's position, per WAC 357-49-010. The employee must request the director's review within thirty calendar days of being provided the results of a position review or the notice of reallocation.

(2) When an employee's position is reallocated to a class with the same salary range maximum based upon the director implementing a new classification plan under the provisions of RCW 41.06.136, an employee does not have the right to request a director's review. The employee may request a position review in accordance with the provisions of WAC [357-13-065](#). Following the position review, the employee may request a director's review of the results of the position review per WAC 357-49-010.

[Statutory Authority: Chapter 41.06 RCW. 05-01-201, § 357-13-080, filed 12/21/04, effective 7/1/05.]

357-13-085

How is the effective date of a reallocation determined?

The effective date of a reallocation is determined as follows:

(1) The effective date of a reallocation resulting from the director's implementation or revisions to the classification plan is the effective date of the director's action.

(2) The effective date of an employer-initiated reallocation is determined by the employer.

(3) The effective date of a reallocation resulting from an employee request for a position review is the date the request was filed with the employer.

[Statutory Authority: Chapter 41.06 RCW. 05-01-201, § 357-13-085, filed 12/21/04, effective 7/1/05.]

357-13-090

How is an employee affected when his/her position is reallocated?

This table is used to determine how an employee whose position is reallocated is affected.			
	Employee's position reallocated to:		
	Class with a higher salary range maximum	Class with an equal salary range maximum	Class with a lower salary range maximum
Reallocation results from:			
A position review requested by the employee or initiated by the employer	<i>If the employee has performed the higher level duties for at least six months and meets the competencies and other position requirements:</i>	<i>If the employee meets the competencies and other position requirements:</i>	<i>If the employee meets the competencies and other position requirements and chooses to remain in the reallocated position:</i>
	-> The employee remains in the position and is appointed with permanent status provided the probationary or trial service period for the class to which the position is reallocated is six months in duration. If the probationary period or trial service period is longer than six months and the employee has not performed higher level duties for the length of the probationary period or trial service period, the employer may require the employee serve the remainder of the probationary or trial service period before gaining permanent status in the reallocated position. <i>If the reallocation is the result of a change in the duties of the position and the employee has not performed the higher level duties for six months or more:</i>	-> The employee remains in the position and retains existing appointment status.	-> The employee retains appointment status; has the right to be placed on the employer's internal layoff list; and has his/her salary set in accordance with WAC 357-28-120.
	-> The employer must give	-> The employee retains the	<i>If the employee chooses</i>

	the employee the opportunity to compete for the position. The employer may choose to promote the employee without competition as long as the employee meets the competencies and any other position requirements.	previous base salary in accordance with WAC 357-28-120.	<i>to vacate the position or does not meet the competencies and other position requirements:</i>
	If the employee is not selected for the position, the employer's layoff procedure applies. If the employee is appointed and he/she has already gained permanent status, the employee must serve a trial service period. If the employee has not completed the probationary period, then the new trial service period will overlap provided the higher and lower classes are in the same or a closely related field. If the classes are not in the same or closely related field, then the employee will start their probationary period over in the new class.	<i>If the employee does not meet the competencies and other position requirements:</i>	-> The employer's layoff procedure applies.
	Upon appointment to the higher class, the employee's base salary must be increased a minimum of a two step increase, not to exceed the top step of the range as provided in WAC 357-28-115.	-> The employer's layoff procedure applies.	
The director implementing a new classification plan under provisions of RCW 41.06.136 or revising the classification plan.	The employee remains in the position and keeps existing appointment status. See WAC 357-28-125 and 357-28-130 for determining the employee's salary.		

STATE OF WEST VIRGINIA

DIVISION OF PERSONNEL CLASSIFICATION & COMPENSATION PLAN FREQUENTLY ASKED QUESTIONS (FAQ)

1. How is the Division of Personnel job classification plan developed?

The DOP classification plan should be viewed as an **administrative tool** which helps to assure that personnel administration in state government is conducted on a planned and systematic basis, logically and equitably applied. The specific job classifications are established based on knowledge of agency organization, programs, positions and personnel. This 'fact-finding' element of position classification helps to insure that the classification plans, rules, policies and procedure have a sound factual basis. A well-developed plan is invaluable for nearly all personnel functions such as recruitment, pay administration, promotion, transfer, employee development and training, employee relations and performance evaluation. The plan also assists administrators in developing meaningful budgets and in workforce planning.

The classification plans are approved by the State Personnel Board, a six member panel appointed by the Governor to represent the public interest in state personnel administration. The plans are developed for both the **classified service** and the **classified-exempt service**.

We use the **Position Classification Method** in developing new job classifications. Essentially, this methodology has the following steps:

1. Agency consultation - communication is made with the agency on why the new class or classes are needed, any state or federal requirements and the timeframe for adopting the new class or classes. In large studies, an effort is made to meet with employees/managers throughout the agency to explain the purpose and scope of the study.
2. Data collection - the duties and responsibilities for the various positions to be classified are collected through the completion of position description forms, organizational charts and other information about the jobs. DOP also conducts field audits to verify or clarify the information submitted.
3. Data Analysis - this is the process of reviewing the data collected to determine the number and level of job classifications needed to properly classify the positions in question. In large studies such as a system-wide or a large agency-wide study, this process is very detailed and time-consuming. In determining the kind and number of job classes to recommend to the State Personnel Board for adoption, we use the following universal classification factors: (a) subject matter, profession or occupation represented; (b) difficulty and complexity of duties; (c) nonsupervisory responsibilities; (d)

supervisory and administrative responsibilities; and (e) education and experience standards. Each of these factors has one or more subfactors that are considered.

4. Writing Class Specifications - after the number and level of job classes is determined, draft class specifications are prepared and submitted to the agency for review. The draft specifications are validated by subject matter experts (SME's) in the agency to insure that they are descriptive of the work assigned.

5. Allocating Positions to Classes - all affected positions are tentatively allocated to one of the proposed classes by the Division of Personnel. Allocation lists are submitted to the agency for review and comment.

6. Adoption of Classifications - after consultation with the appointing authority of the affected agencies, the State Personnel Board approves the proposed job classifications and establishes an effective date for implementation. In conjunction with the action, pay grades are assigned to new job classes by the Board.

7. Employee Notification - after adoption by the Board, affected employees are notified in writing of the allocation of their position to one of the approved classifications. Employees are also advised of their appeal rights in this regard.

8. Implementation - implementation requires close coordination with the state budget office and agency officials to insure that all positions are properly converted and that system files/records are updated. This step also includes the review and resolution of employee appeals regarding their classification.

2. How many job classes are there and how are they organized?

There are approximately 850 job titles in the classification plan which covers about 21,000 positions in 55 state agencies, boards and commissions. The ratio of positions to classes is roughly 26 to 1. The plan is organized first by occupational groups as follows:

- Occ Group #1 Office Support, Administrative and Fiscal
- Occ Group #2 Engineering, Environmental Protection and Applied Sciences
- Occ Group #3 Health and Human Services
- Occ Group #4 Public Safety, Law Enforcement and Corrections
- Occ Group #5 Labor/Trades, Equipment Operation and Institutional Services
- Occ Group #6 Education, Communication, Library & Museum Service

Each occupational group has numerous sub-occupational groups to further define the work. For example, Occupational Group #1 is subdivided into General Administration, Fiscal, Office Support, Legal and Data Processing. The Fiscal sub-occ group is then further divided into smaller groupings such as Purchasing, Accounting/Auditing, Taxation, Financial Administration, etc.

Job classifications are also organized by eight functional levels. These are Executive/Administrative, Managerial, Supervisory, Professional, Technical, Paraprofessional,

Clerical/Office Support and Skilled/Unskilled Trades. The categories are meant to be mutually exclusive so a position can only be in one category. Professional employees make up the largest category or about 40% of the workforce; clerical/office support is the next largest group with about 22% of the workforce.

Job classes are most often developed in a **class series**. A class series is a series of job classes having the same **kind** of work, but different **levels**. The levels distinguish the series by ascending degrees of difficulty, complexity and responsibility. Typically, a class series has three levels; a **beginning** or **entry level**, then a **full-performance level**, and, finally, an **advanced level**. Each of these levels has certain defined criteria to assure a uniform leveling process throughout the plan. However, there are exceptions to the 3-level concept. A few class series have only two levels and some have four or five levels. There is also a **supervisory** level and a **managerial** level in many class series. A class series is really a 'mirror' that reflects how work is actually organized in a work unit or agency. Written definitions for these categories and many other terms can be viewed by clicking on the ['Glossary of Classification Terms'](#) on this site.

3. How is the job classification of a position determined?

We use the standard of **best fit** in allocating positions to the proper classification. The DOP Administrative Rule, Section 4.4 (b) requires that the specification as a whole be used in allocating positions. The standard of '**best fit**' is applied by comparing the various duties/responsibilities identified in the position description form to various class specifications **and** the relationship to other classes in rendering an allocation decision. The allocation of positions is also done in consultation with the appointing authority of the affected agency. For mixed positions we use the **predominant duty** concept to classify the position. This simply means that the duty or duties which occupy the greatest amount of time are considered class-controlling. There is also the **exception to the predominant duty rule** which applies in certain circumstances.

4. How are pay grades determined for job classifications?

The State Personnel Board has established the **market pricing method** as the job evaluation methodology for the state compensation plan. Essentially, this means that pay grades are determined by comparison of benchmark state jobs with the same benchmarks in other states or the **market**. West Virginia is a member of the Southeastern States Salary Conference (SSSC) which serves as the primary 'market' for pay comparison purposes. We conduct a major salary survey of 110 benchmark jobs each year. The benchmarks are selected as a representative sample of the six occupational groups and the eight functional levels described in item #2 above.

5. Are there career ladders built into the classification plan? If so, how do they work?

Yes. In defining career ladders the emphasis should be placed on 'career'. The concept of career ladder is built into the plan so that employees may enter the service at the lowest level (i.e. Office Assistant I, for example) and move to the highest level in the service (i.e. Administrative Service Manager IV) during their career by acquiring the necessary

knowledge, skills and abilities through training and experience and by accepting changes in job assignments. When the plan was developed in each department, the career ladder was included for all agencies and divisions in that department. For example, an employee can enter as an Office Assistant I in the Department of Health and Human Resources and then progress to an HHR Associate, an HHR Specialist, HHR Specialist, Senior (supervisory level), an HHR Program Manager, and, finally, an HHR Office Director. This can be accomplished by acquiring a bachelor or advanced degree **or** by additional experience. There are many professional and technical class series specific to DHHR that feed into the supervisory, managerial and administrative classes listed above.

There is a similar career ladder track for all departments. For example, Department of Tax and Revenue has Tax Audit Clerks and Revenue Agents that feed into the Tax Unit Supervisor, then the Tax and Revenue Manager, Tax and Revenue Assistant Director and, finally, the Tax and Revenue Director class. In the Department of Transportation, we have numerous class series in the office support, technical and professional level that feed into the Transportation Analyst Supervisor, then the Transportation Analyst Manager and, finally, the Transportation System Director.

The classification plan was developed to afford **all** employees the opportunity to make a career in state government. However, career development is, and should be, largely the responsibility of the employee. The employee must be willing to accept new job opportunities, even in different agencies, to take full advantage of the career tracks available in the plan.

6. Are all employees on the same salary schedule? [[Salary Schedules](#)]

No, we have several salary schedules to meet the different salary needs in the service. The **General Schedule** is a 26 grade schedule that includes the majority of state employees. There is also a **Physician Salary Schedule** and a **Pharmacist Salary Schedule** that is used to pay physicians, psychiatrists and physician directors and pharmacists in state hospitals and medical programs. The **Department of Transportation Hourly Schedule** is used for approximately 2500 trades and crafts employees in the Division of Highways. The **Conservation Officer Salary Schedule** is reserved for Conservation Officers in the Division of Natural Resources and follows a military rank structure such as officer, corporal, sergeant, etc.

7. How do employees progress in salary in the state compensation plan?

There are several ways state employees receive salary increases. The legislature and/or the Governor often grant **general wage increases** or across-the-board increases. These are generally given to all employees and include the same dollar amount or percent. Permanent employees are also eligible for **salary advancements** or merit increases. These are based on employee performance and individual employees receive different amounts based on their performance rating. Generally, merit increases are given by agencies if they have funding available to support the increases.

Employees are also eligible for **promotional** increases when they move to a new position in a higher pay grade. The rule for promotion increases also applies to **reallocation** increases. Lastly, employees receive **salary adjustments** when the pay grade assigned to their job is changed by the State Personnel Board or if the Board approves a special pay differential for an employee group or classification. Salary adjustments also occur when the legislature grants a special pay increase to certain employees by group such as Correctional Officers.

8. What is the difference between a 'reclassification' and a 'reallocation'?

A position **reallocation** occurs when the Director of Personnel assigns a position to a different job classification due to significant changes in the duties and responsibilities assigned to the position. A **reallocation** is always limited to a single position.

In contrast, a **reclassification** occurs **after** the Division of Personnel, in consultation with the agency, conducts a classification study and creates a **new** class or class series. The new class or class series must be approved by the State Personnel Board and then each affected position is **reclassified** by Division of Personnel. Note that a reclassification involves new classes, actions by the State Personnel Board and generally involves multiple positions. Sometimes a **reclassification** study may involve an entire agency.

9. What is meant by the term 'total compensation'?

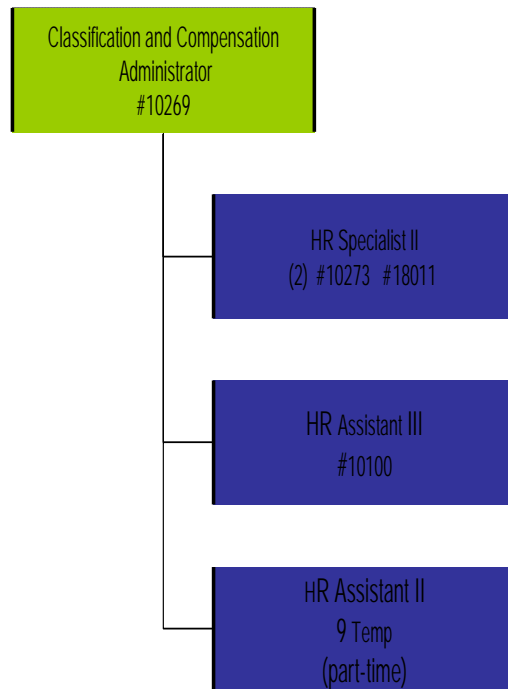
Total compensation refers to **salary** plus the **benefits** such as retirement, health insurance, sick and annual leave received by the employee. Since all of these benefits have value and represent a 'cost' to the state, they are a form of compensation just like direct salary. The value of the benefits package for a state employee with an average salary of **\$28,600** with 5 years of service and married and with dependents is approximately **34%** of total compensation. In other words, the 'total compensation' for that employee is actually **\$43,000**.

Appendix D

Organizational Chart Classification Section, Division of Personnel

Organization Chart

Classification Section, Division of Personnel



Appendix E

RSA 21-I:42 Division of Personnel Functions

TITLE I
THE STATE AND ITS GOVERNMENT
CHAPTER 21-I
DEPARTMENT OF ADMINISTRATIVE SERVICES
Personnel
Section 21-I:42

21-I:42 Division of Personnel. – There is hereby established within the department of administrative services the division of personnel, under the supervision of an unclassified director of personnel appointed under RSA 21-I:2, who shall be responsible for the following functions in accordance with applicable laws:

I. Managing a centralized personnel operation which shall provide for the recruitment, appointment, compensation, promotion, transfer, layoff, removal and discipline of state employees.

II. Preparing, maintaining and periodically revising a position classification plan for all positions in the classified service, based upon similarity of duties performed and responsibilities assumed so that the same qualifications may reasonably be required for, and the same schedule of pay may be equitably applied to, all positions in the same classification. Any new position classification plan shall be based upon the recommendations of the personnel system task force and shall not be considered a rule subject to RSA 541-A. The plan shall be prepared with due consideration for:

(a) The availability of personnel capable of filling the requirements of any position; and

(b) Any requirement for an employee to live on the premises of the place of employment as a condition of employment.

III. Allocating the position of every employee in the classified service to one of the classifications in the classification plan.

IV. Conducting periodic investigations of the administration of personnel in the state service. These reviews shall be conducted with the approval of the commissioner of administrative services and with the cooperation of the head of the department in question. These investigations shall include analysis of:

(a) Turnover rates within agencies and among specific groups or classes of employees.

(b) Supervisory ratios within agencies.

(c) The use of sick and annual leave by state employees.

(d) Agency implementation of the performance evaluation system required by paragraph XIII of this section.

(e) Agency practices regarding discipline of state employees.

(f) Other agency policies and procedures relative to the management of classified personnel.

V. Reviewing and making recommendations to the commissioner of administrative services regarding the operation of and proposed changes in the compensation plan provided for in RSA 99.

VI. Developing a program for the recruitment, selection, and placement of qualified applicants in the state service.

VII. Preparing an annual report detailing the work of the division. This report, which shall include a narrative summary of the findings of division investigations conducted under RSA 21-I:42, IV, shall be submitted to the governor and council and the

commissioner of administrative services.

VIII. Overseeing administration of all employee benefit programs other than those related to the New Hampshire retirement system.

IX. Providing all necessary and reasonable clerical support requested by the personnel appeals board established by RSA 21-I:45. At a minimum the director shall:

(a) Provide all necessary clerical and support personnel and services in order to:

(1) Prepare notices and other documents required under RSA 541-A as directed by the appeals board and distribute such notices and documents upon the approval of the appeals board;

(2) Schedule the conduct of all appeals board proceedings, with the approval of the appeals board, so as to insure timely and efficient conduct of such proceedings; and

(3) Prepare and maintain the record, required by RSA 541-A, of all adjudicative proceedings conducted by the appeals board.

(b) Provide comfortable and adequate space for the use of the appeals board in performing its official duties.

(c) Prepare, maintain as a public record, and continuously update a document which shall summarize the findings and decisions of the appeals board.

X. Advising the commissioner, and, upon request, the governor and the executive council regarding personnel administration.

XI. Administering those provisions of RSA Title VI affecting classified state employees which require administrative action by a central personnel organization.

XII. Providing technical assistance to the administrators of state departments on matters related to personnel administration and the adoption and use of modern and effective personnel management techniques throughout state government. This shall include training of and assistance to agency managers in:

(a) Recruitment and selection of personnel.

(b) The development and implementation of training programs.

(c) The development of nonmonetary incentive or award systems.

(d) Evaluation of employee performance.

(e) Supervision and discipline of employees.

XIII. Developing and implementing, in accordance with the recommendations of the personnel system task force, a performance evaluation system for all classified employees. The evaluation system shall include the following elements:

(a) All full-time classified employees shall be evaluated on a regular basis.

(b) Evaluations shall be in writing and shall be conducted at least annually.

(c) Evaluations shall be conducted by an employee's immediate supervisor.

(d) Evaluations shall be based upon specific written performance expectations or criteria developed for the position in question and employees shall be made aware of these performance expectations in advance of any evaluation.

(e) The evaluation format shall include a narrative summary on the employee's performance.

(f) Employees shall be permitted to participate in the evaluation process, shall be given a copy of their evaluation, and shall have an opportunity to comment, in writing, on their evaluation, and such comments will be included in the employee's permanent record.

(g) Employees shall have a right to nonconcur, in writing, with their evaluation.

(h) Employees shall certify, in writing, that they have reviewed their evaluation.

(i) Evaluation reports shall be reviewed by the supervisor of the official completing

the evaluation who shall concur or nonconcur in writing with each evaluation report. The division may authorize agencies to develop supplemental evaluation systems for specific groups of employees.

XIV. Providing training programs to state agencies under this paragraph and paragraph XVII and developing and implementing a training information management system to collect and record data on agency training efforts.

(a) All state agencies shall utilize training programs offered or sponsored by the division of personnel, if appropriate training programs are available. Fees for such training programs shall be paid out of the agency's budget for training.

(b) All state agencies shall notify the division of personnel of training needs and of planned training programs for classified employees. The division may develop training programs based on such notification of training needs and make this information available to all state agencies on a regular basis to encourage efficient use of training programs.

XV. Publishing and distributing to all state agencies a comprehensive technical assistance manual containing information describing the responsibilities of the division of personnel and state agencies in all personnel transactions. This document shall be revised, and updates sent to all state agencies, on a regular basis. This document shall not be considered a rule subject to the provisions of RSA 541-A.

XVI. Developing and implementing an equal employment opportunity program that will ensure the employment of all qualified people regardless of age, sex, race, color, sexual orientation, ethnic background, marital status, or physical or mental disability. This program shall include a review and revision of the job classification process and testing process to ensure that they are free from either conscious or inadvertent bias.

XVII. Provide training for and publish and distribute training and education materials to state and municipal employees.

(a) A nonlapsing revolving fund, which shall not exceed \$20,000 on June 30 of each year, shall be established in the division of personnel, department of administrative services. Any amounts in excess of \$20,000 on June 30 of each year shall be deposited in the general fund as unrestricted revenue. The moneys in this fund shall be used for the purpose of:

(1) Providing training to state and municipal employees. A reasonable charge shall be established for such training. This charge shall be fixed to reflect the cost of payments to experts to provide the training, the cost of written training materials, rental facilities, advertising, and other associated costs. Such training shall be conducted in geographically dispersed locations.

(2) Printing training materials for distribution. A reasonable charge shall be established for each copy of a training document. This charge shall be only in the amount necessary to pay the cost of producing such document. The division of personnel shall first make a request to state-owned printing facilities to perform the printing functions required under this subdivision. If state-owned printing facilities are unable to perform this request, the division of personnel may then seek privately owned printing facilities to fulfill this request.

(3) Implementing a certified public manager program. The department of administrative services, division of personnel, shall implement a certified public manager program that adopts the "use of modern and effective personnel management techniques throughout state government" as required by RSA 21-I:42, XII. The registration fee for such course shall be fixed to reflect the cost of payments to experts to provide the

training, the cost of written training materials, rental facilities, training for state instructors, advertising, and other associated costs.

(b) No appropriation or other capitalization of the revolving fund shall be required. The division of personnel, department of administrative services, is authorized to expend budgeted funds for the purpose of initial printing of publications or the provision of training programs, with the moneys assessed for such publications or the provision of training to be deposited in the revolving fund.

Source. 1986, 12:1. 1990, 140:2, XI. 1993, 227:2, eff. July 1, 1993. 1997, 108:3, eff. Jan. 1, 1998. 2007, 263:75, eff. July 1, 2007.

Appendix F

RSA 21-I:54 New Positions and Reclassification of Positions

TITLE I
THE STATE AND ITS GOVERNMENT
CHAPTER 21-I
DEPARTMENT OF ADMINISTRATIVE SERVICES
Classified Employees
Section 21-I:54

21-I:54 New Positions and Reclassification of Positions. –

I. Notwithstanding any provision of law to the contrary, no new position in the classified service for employment of over one calendar year shall be established except upon approval of the governor and council. A request from a department head for additional personnel beyond those considered as line items in the budget as enacted as a budgetary amount, if said employment is for a period in excess of one calendar year, shall be considered a new position requiring the approval as specified in this section. In addition, a request made either to the division of personnel or the governor and council for the reclassification or reallocation of positions to a different class series shall be considered as a request for a new position and shall require the approval of the governor and council, except as provided in RSA 21-I:56, IV.

II. The division of personnel shall submit to the general court on or before January 15 of each legislative year a report containing a list of all new positions created subsequent to the report made to the preceding session of the general court giving the reason for the action taken in each case and stating clearly the effect of such action upon the amounts for personnel services appropriated by the preceding general court. The report shall also include a list of all reclassifications or reallocations of positions allowed during the previous year by either the director or the personnel appeals board. The report shall state how many employees were affected by each reclassification or reallocation and the cost of each reclassification or reallocation.

III. The director shall make a decision on any request for reclassification or reallocation from department heads or position incumbents within 45 days of receipt of a completed request for reclassification or reallocation as defined by rules adopted under RSA 21-I:43, II(u). Except as otherwise provided by law, rule, or bargaining agreement negotiated under the provisions of RSA 273-A, no increases in salary shall be allowed for any request until a final decision is made by the director, or if the director's decision is appealed, by the personnel appeals board. Increases in salary due to reclassification or reallocation shall become effective at the beginning of the next pay period following the final decision of the director or the board.

Source. 1986, 12:1. 1989, 408:106. 1995, 310:58, eff. Nov. 1, 1995. 2007, 263:161, eff. July 1, 2007.