# Classification & Pay Revisions - How DOP establishes new classes and makes revisions to existing job classifications.

The classification and pay team at DOP is responsible for developing and maintaining the state classification plan.

Every classified position in state government is allocated to a specific job classification. The classification plan is comprised of about 1,670 job classifications describing a wide variety of occupations and levels of work. The classification plan is used by both general government agencies and institutions of higher education, and provides the infrastructure to support the proper allocation and compensation of individual positions.

Proposed changes to the classification plan may be initiated by agencies or by DOP staff. There is a specific process and a number of criteria that must be met prior to the Director of Personnel adopting changes.

Typically, an agency identifies a need to revise a job class or salary and, they then develop a proposal explaining the reasons and basis for the change and submit the request to DOP. For example, if duties have changed or if the agency is experiencing recruitment difficulties in a specific class, the agency may submit a proposal to revise the class description to reflect new duties or they may submit a proposal to increase the salary in order to enhance recruitment efforts. A classification and pay analyst at DOP evaluates the proposal against specific criteria and develops a recommendation regarding the validity of the request for consideration by the Director of DOP.

Any changes to job classes or salary ranges must be adopted by the Director of Personnel in a public meeting. With the initiation of full-scope collective bargaining, classification and pay proposals that impact represented employees may only be considered during the biennial collective bargaining process and not generally during the interim. This is because that while classification changes themselves are not required to be bargained, salaries are a mandatory subject of bargaining and employee organizations must be given the opportunity to bargain wages. The current process allows an open window for submission of these items every two years.

Therefore, generally only proposed changes to non-represented classes may be considered during the interim although there are some exceptions. We may consider classification and pay changes to represented classes if the basis for the request is the result of: 1) Governor's directive; 2) Legislative change; or, 3) a new legal mandate. We may also consider changes to represented job classes that have no salary impacts or impact on position allocation.

While we may consider revisions to non-represented classes during the interim, all agencies that use the class must be able to absorb the costs within their current appropriations. Otherwise, these proposals must be submitted through the biennial budget cycle as well in order to request funding.

All classification and pay proposals, whether they affect represented or non-represented positions, are evaluated against the same criteria. In order to be adopted by the Director of Personnel, proposed revisions must meet one or more criteria outlined in statute. These criteria are: documented recruitment or retention difficulties, higher level duties and responsibilities, salary compression/inversion, inequities, or class plan maintenance. In addition, the proposal must explain how it results in net cost savings, increased efficiencies, improved management of personnel, and/or increased direct services to customers.

There are specific guidelines for agencies that outline the data that should be provided along with a request – for example, if turnover is a problem, the agency should provide specific turnover data for the past two years. They should also provide data on why employees are leaving and where they are going, if known.

We will evaluate the request to determine the extent of the problem and whether the proposal will resolve the problem. For example, the standard annual turnover rate for state government positions is generally 8-10 percent - if an agency is experiencing a similar rate of turnover in a specific class, we would not generally view this as a problem, and a proposal to increase the salary based on retention difficulties would not generally meet the criteria.

We also look at the history – is the problem sustained and on-going or an anomaly. How difficult is it to replace employees – are there specialized skills required to perform the work that are not readily available in the workforce? We evaluate the request to determine whether the issue is

really salary? Or, are employees leaving for other reasons? What steps has the agency taken to reduce turnover?

Similarly, if the agency believes there is a recruitment problem, in addition to the numbers of candidates received, we will look at the recruitment efforts made including outreach, advertising, developing internal training programs, and whether the agency has used DOP recruiting services.

To demonstrate higher level duties in a class, an agency must show that the new work is at a higher level than that identified in the existing class specification.

Salary compression occurs when the salary differential between a class and subordinate class is insufficient. Inversion occurs when the salary range of the supervisory class is less than that of the subordinate.

Inequities are salary differences between classes performing substantially the same work.

Class plan maintenance is generally used to update class descriptions, consolidate classes, or implement other changes necessary to maintain an up-to-date classification plan.

DOP staff evaluates each proposal to determine whether it meets established criteria, and, if a salary adjustment is warranted, staff recommends the appropriate salary range to the Director of Personnel and the Director of the State Labor Relations Office.

If a proposal is non-represented, all users can absorb any costs, and DOP supports the request, it may move forward at a regularly scheduled Director's meeting.

If the proposal impacts represented classes or if funding is needed to implement a change to a non-represented class and the proposal is supported by the Department of Personnel, it may move forward through the collective bargaining/budget process.

If the proposal affecting represented employees is included in the negotiated contract and authorized by the Legislature, the item will be placed on the Director's meeting agenda for adoption. Similarly, if funding is authorized for the non-represented proposals, we will place them on the Director's agenda as well.

Once the changes have been adopted, our compensation unit inputs any class changes into HRMS including the class title, class code, and salary range.

Any action related to individual positions or employees that needs to be entered into HRMS is the responsibility of the individual agency.