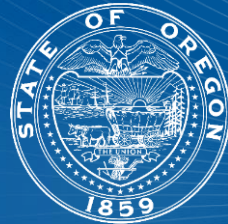


Department of Administrative Services



Esoteric Advice for the Classification Expert

Agenda

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Role of the Classification Analyst



You're the agency's classification subject matter expert.

Ensure positions are properly classified to the correct classification.

Remember, as Classification Analysts you are the subject matter experts of your agency's classifications, **you** are the gatekeepers of the requests, and DAS trusts that you have done your due diligence and reviewed all the documents in detail to support the classification request before it's submitted.

You're not just taking the establishment or reclass request from the manager as it is and then writing up an analysis to fit into what they're asking for. You are analysts. You're looking at the PD, the scope of work, the responsibilities, the authority, type of work its performing and then evaluating it based on the State's established position classification system to properly identify the correct classification that best matches the work described in the position description. Then writing up an analysis of your findings.

If at any point you are not seeing the position hitting the classification level the manager is requesting, whether it appears to be too low, too high, or a different classification series altogether, you will need to investigate to find out enough information so that you can make your determination.

One of the challenges of this work is translating what your agency and the program

does into information that can be understood by someone who is reading this with no knowledge of what your agency or program does. Make sure you keep your audience in mind when you're reviewing the work and putting your analysis together.

Evaluating the PD – Identifying the Job



1

You should be able to articulate what the job does.

2

Identifiable job duties.

- Who
- What
- Where
- Why
- How

3

Have a thorough understanding the scope of work, responsibilities, level of authority, level of impact, etc.

[Classification Guide](#) - 23-1 (page 50 – 54) Job (desk) audit

The primary document in this entire process is the position description. It's what you're basing your entire analysis on. As the classification analyst, you need to have a thorough understanding of the position, it's scope of work, responsibilities, level of authority, level of impact, etc. This should be evident by reading through the PD. If it's not, the PD may not be properly written and may not accurately describe the work and expectations.

A good rule of thumb, if you give the PD to someone who doesn't know anything about the job or the program, would they have an understanding of what the job does after reading the position description? If they're still unclear, it's probably not a well written PD.

Inadequate PDs will often have the following flaws:

- Sketchy, incomplete, or over generalized duty statements.
- Fail to separate the specific duties assigned to the position from the general work of the unit.

- Missing or inconsistent information.
- Copying or paraphrasing the class specification (instead of describing the actual duties of the position).

The Classification Guide has a section about job audits that has a list of excellent questions that you can use as a basis to develop questions that can be asked which will help you in making a classification determination.

How/Where to Find Information



PRIMARY SOURCE –
POSITION
DESCRIPTION



CLASSIFICATION
SPECIFICATIONS



CNC WEBSITE



AGENCY/PROGRAM
WEBSITE



DISCUSSIONS WITH
MANAGER

The primary source is always the PD.

You will also want to use the classification website to review classification specifications.

There are a wealth of resources on the CNC webpage, many of which are listed in the Resources page at the end of this slide deck.

There's also your agency's website and the specific program website. Often, specific agency programs will have outward facing websites that go into detail about what the program is responsible for. These can be great resources for detailed information that will help you understand the program's mission and purpose.

Program/Unit Managers are the business line subject matter experts that are a great resource. While they are experts in their field, they may not be experts in the State's classification system. It's your responsibility to translate what they tell you about the position, its responsibilities, scope of work, authority, and duties, into the best classification fit. The manager might have their opinion, but it's still up to you to make the determination, based on the information you get from them, and all of the

other relevant sources, as to which classification is the best fit for the position.

Writing the Analysis - Tips



Be aware of your audience



Be descriptive, detailed, and concise



Give a detailed business justification



Get the answers you need to your questions



Take your time

Before you focus solely on the technical component of the analysis itself, it's important to pay attention to how you prepare it, keeping in mind who and how this document may be used, received, and interpreted.

When preparing your analysis, it's important to keep in mind that you are writing to someone who may not be familiar with the specific programs of your agency. You are writing to a stranger, so be descriptive, detailed, and concise.

- Descriptive means to describe or classify in an objective and nonjudgmental way
- Detailed means to thoroughly describe all relevant parts
- Concise means free of superfluous detail

All three help to ensure you've written a complete analysis. A key element that sometimes gets overlooked is the PD. That's what you base of your analysis on. A proper PD will describe the duties of the position. You should be able to answer the "Who, what, where, why, and how?" Who does the work (and who reviews it)? What is the work? Where is the work? Why do the work? How is the work performed?" Remember, if you don't understand the PD, how would a new employee?

When seeking more information and asking questions, make sure that you receive responses that fully answer your questions. If not, you'll need to follow up to get the clarification you need. The question has only been answered when it's been answered to your needed level of understanding necessary to be able to translate it into the analysis for someone else to read.

Keep in mind that when you submit the requests, we're looking for a well written document that explains the reason behind the request, a comprehensive comparison between comparable classifications and levels to support the ask. For positions that are currently filled, if the decision is appealed this document, along with the PD, may be presented as the main resource, it will be reviewed by the union, and may potentially be viewed by an arbitrator so it's important to take the time to write a quality document because other decisions may be based on it.

As you review your analysis, ask yourself, did I clearly define a business need in why we are asking for the request? Did I thoroughly explain how this position doesn't fit the other classes but fits the requested class based on the PD. Any questions you list will be an opportunity for a meaningful dialogue with your manager. The worse mistake analysts and managers make is writing a document trying to "convince" DAS it's the right class and level.

There is no magic bullet, writing an analysis takes time, work, and effort. And that's why you're here because you can do it.

Resources



[DAS CnC Webpage](#)

[Program Analyst Job Family Guide](#)

[Agency Position Establishment Process](#)

[Management Decision Check List](#)

[Position Description Template \(updated 2023\)](#)

[FLSA Designation Worksheet](#)

[Classification Guide](#)

[Statewide HR Policies Page](#)

[Class Guide Glossary](#)

[Statewide CnC Meetings Page](#)

[Reclassification Considerations Guide](#)

[Lead Work Memo](#)

[Operations & Policy Analyst Job Family Guide](#)

[Position Establishment Delegated Authority](#)

[OPA Spheres of Influence Reference](#)