

# MANAGEMENT DIRECTIVE

Commonwealth of Pennsylvania  
Governor's Office

<i>Subject:</i> Position Classification Post-Audits	<i>Number:</i> 520.4 Amended
<i>Date:</i>  November 21, 2011	<i>By Direction of:</i>  Kelly Powell Logan, Secretary of Administration
<i>Contact Agency:</i> Office of Administration, Office of Human Resources Management, Bureau of Classification and Compensation, Telephone 717.787.8838	

**This directive establishes policy, responsibilities, and procedures for the post-auditing of decentralized position classifications. This directive is being reissued to update language and procedures. Changes are indicated by marginal dots.**

- 1. PURPOSE.** To establish procedures for monitoring agency use of decentralized classification authority.
- 2. SCOPE.** This directive applies to all agencies under the Governor's jurisdiction to which position classification authority has been decentralized by the Secretary of Administration.
- 3. OBJECTIVE.** To ensure the maintenance of equitable, fair, and accurate position classifications, as prescribed by job specifications adopted by the Executive Board.
- 4. DEFINITIONS.**
  - a. Classification Post-Audit.** The review of a classification decision after the decision has been put into effect.
  - b. Job.** A body of work performed by one or more positions sufficiently similar with respect to duties and responsibilities so that the same title and code may be used to describe all of the positions and so that the positions may be treated alike for recruitment, selection, pay, and other personnel purposes.

- c. **Job Specification.** A written description of a job that defines and describes representative duties and responsibilities and sets forth the experience and training that provides the knowledge, skills, and abilities essential to the performance of the work of the job.
- d. **Job Title.** The approved title of a job as included in the position classification plan. Each parenthetical shall be considered as a separate job title.
- e. **Position.** An authorized and individually identified group of duties and responsibilities assigned or delegated by competent authority requiring the full or part-time employment of at least one person.
- f. **Reallocation.** The reassignment of a position from one organizational entity to another. This also includes reorganization action approved by the Executive Board.
- g. **Reclassification.** The reassignment of a position from one job to a different job to recognize a change in duties and responsibilities, to correct an error in the original classification, or to be assigned to a new or revised and more appropriate classification.
- 5. **POLICY.** In November 1972, the Secretary of Administration delegated classification authority to selected agencies for certain job titles that are now identified as decentralized in the classification authority field in the SAP system. This policy is continued based on the following conditions:
  - a. All classification decisions are subject to post-audit by the Office of Administration (OA), Office of Human Resources Management, Bureau of Classification and Compensation.
  - b. Current position descriptions for all positions are to be maintained by agency Human Resources Offices, preferably through the On-line Position Description application.
  - c. Each agency should review 25 percent of its positions on an annual basis. Agencies should ensure that the classification review date is entered into the position record in the SAP system in the job review date field after each maintenance review and after any other classification review such as a grievance, management initiated request, or any other activity that requires a classification review.
  - d. Classification authority in an agency may not be delegated below the agency Human Resources Director without the approval of OA, Deputy Secretary for Human Resources Management or his or her designee.

## 6. RESPONSIBILITIES.

- a. **The Secretary of Administration** is responsible for the maintenance of a classification plan for positions under the Governor's jurisdiction and to authorize the revocation of decentralized classification authority in those agencies where a consistent pattern of standards misapplication occurs, or where agencies fail to correct misclassifications in a timely manner.

- b. **OA, Office of Human Resources Management, Bureau of Classification and Compensation**, is authorized and obligated to review the classification of all positions to ensure that classifications are administered within the job specifications adopted by the Executive Board.
- c. **Agency Heads** are to ensure that positions are properly classified based on the Executive Board approved job specifications, and that changes to the position classification plan are requested to OA to properly reflect the work and requirements of individuals who perform the work. Each agency is to maintain current position descriptions for all positions within its agency.

## 7. PROCEDURES.

### a. Position Reviews.

- (1) **OA, Office of Human Resources Management, Bureau of Classification and Compensation, Classification and Pay Division** shall:
  - (a) Conduct post-audit surveys of classification actions completed by agencies granted decentralized classification authority and of positions not reviewed within the required four year cycle.
  - (b) Conduct periodic post-audit surveys for positions in organizations or in job series that have been identified as potential areas for the misapplication of classification specifications.
  - (c) Notify agencies, in writing, of positions selected for post-audit review. The notification will identify the position number, job code, job title, and organization of the position.
- (2) **Agency Human Resources Directors**, upon receipt of notification, shall submit the following information to OA, Office of Human Resources Management, Bureau of Classification and Compensation within the time period specified in the notification:
  - (a) Current position description and organizational chart if different from those found in the On-line Position Description application and OrgPublisher.
  - (b) Technical analysis and/or survey report identifying the allocation criteria and rationale used to determine the current classification.
- (3) **OA Post-Audit Staff** shall:
  - (a) Coordinate scheduling interviews and gather additional information needed with the agency employee responsible for position classifications.

- (b) Evaluate the information provided for completeness and accuracy, determine if it supports the current job classification, and conduct interviews with employees, supervisors, and managers, when necessary.
- (c) Prepare a report of survey findings that must include an evaluation of documentation, technical analysis, and application of position classification allocation criteria described in the job specifications.

**b. Implementation.**

- (1) The Director of the Bureau of Classification and Compensation, as the Deputy Secretary for Human Resources Management's designee, shall transmit position review reports or results of organizational and/or job series reviews to surveyed agencies (i.e., allocation lists). Agencies will have an opportunity to respond to report findings within time limits specified in the transmittal memoranda.
- (2) Agencies will be required to make adjustments to proper classification within reasonable time limits as a condition for retaining decentralized classification authority. Adjustments may be accomplished by:
  - (a) **OPTION #1:** Changing duties and responsibilities to correspond to the job held, if operationally appropriate and efficient.
  - (b) **OPTION #2:** Reassigning the incumbent to a properly classified vacant position at the appropriate level and reclassifying the position formerly held to the classification shown in the allocation list.
  - (c) **OPTION #3:** Reclassifying the position upward to the classification shown on the allocation list and promoting the employee, if possible.
  - (d) **OPTION #4:** Reclassifying the position to a job at the same pay scale group as shown on the allocation list.
  - (e) **OPTION #5:** Reclassifying the position downward to the classification shown on the allocation list. Personnel actions on incumbents of positions affected in this manner will be in accordance with Chapter 5.32(c), *Management Directive 505.7, Personnel Rules*, and applicable labor agreements and memoranda of understanding. Employees may not be advantaged as a result of the downward reclassification of their position and a subsequent promotion. In no case may an employee, who is promoted subsequent to a downward reclassification, be assigned to an hourly rate greater than he or she would have received had they not been demoted as a result of the downward reclassification.
- (3) OA, Office of Human Resources Management, Bureau of Classification and Compensation will offer assistance in making required adjustments and monitor progress.

- (4) Agency documents showing implementation are to be sent to OA, Office of Human Resources Management, Bureau of Classification and Compensation.
- (5) The Secretary of Administration is to ensure agency implementation of allocation lists. Failure by an agency to implement a classification determination in a timely manner can result in the Secretary of Administration directing OA, Deputy Secretary for Human Resources Management to effect the reclassification centrally through the SAP system upon proper notice to the agency head and affected employee.

**This directive replaces, in its entirety, *Management Directive 520.4*, dated November 16, 1999.**