

MANAGEMENT DIRECTIVE

Commonwealth of Pennsylvania Governor's Office

Subject:

Wage Complement Management
and Control

Number:

505.20 Amended

Date:

December 27, 2011

By Direction of:

Kelly Powell Logan, Secretary of
Administration

Contact Agency:

Office of Administration, Office of Human Resources Management, Human Resources
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This directive establishes policy, responsibilities, and procedures for wage complement management and control. Changes are indicated by marginal dots.

- 1. PURPOSE.** To establish policy, responsibilities, and procedures for wage complement management and control.
- 2. SCOPE.** This directive applies to all departments, boards, commissions, and councils (hereinafter referred to as "agencies") under the Governor's jurisdiction for position actions which affect wage complement control. Affected positions are identified by the Work Contract Code of WW.
- 3. OBJECTIVE.**
 - a.** To standardize procedures for establishing or requesting wage and daily rate positions or to extend existing limited term wage positions and to record and report agency positions. An efficient complement management system assists agencies in utilizing human resources more effectively and economically and offers maximum flexibility in meeting changing program needs or emergency work requirements.
 - b.** To provide management with accurate complement data through a uniform system which establishes, monitors, and controls wage and daily rate positions under the governor's jurisdiction.
- 4. DEFINITIONS.**
 - a. Complement.** Total number of authorized positions, filled and vacant.

- b. **Complement Manager.** An agency employee, who administers the agency's complement, manages and initiates Complement Authorization Request/Wage (CAR-W) requests, analyzes vacancies for available funding or need, and determines the urgency and criticality to fill vacancies. Manages the movement of positions between "wage complement" and "recruitment only complement".
- c. **Daily Rate Complement.** A position that is compensated based on a daily rate of pay.
- d. **Employee Group.** A code which identifies the expected duration of an employee in a specific position.

EMP_GRP	EMP_GRP_NAME
A	Annuitant
C	PA Conservation Corps
E	Official/Board Member
G	PA National Guard
N	Non-Permanent
P	Permanent
R	Health Register
U	Per Unit
X	External Person
Z	Conversion

- e. **Employee/Incumbent.** A person who has been hired by an agency and whose employment has not been terminated.
- f. **Employee Subgroup Code.** A code which identifies the degree of employment for an employee in a given position.

EMP_SUB_GRP	EMP_SUB_GRP_NAME
C1	PA Conservation Corps
C8	PCC 80 Hour
E1	Part-time Executive Board Salary
E2	Per Diem* (*Daily Rate)
E3	Statutory Salary
E7	Full-time Executive Board Salary
E9	External
F2	Instructor 22 Pays Full-time
F3	Instructor 26.08 Pays Full-time 75 Hr
F4	Instructor 26.08 Pays Full-time 80 Hr
F6	Instructor 26 Pays Full-time
F7	Full-time 75 Hr
F8	Full-time 80 Hr
G1	PA National Guard
P2	Instructor 22 Pays Part-time
P3	Instructor 26.08 Pays Part-time 75 Hr

EMP_SUB_GRP	EMP_SUB_GRP_NAME
P4	Instructor 26.08 Pays Part-time 80 Hr
P6	Instructor 26 Pays Part-time
P7	Part-time 75 Hr
P8	Part-time 80 Hr
R1	Health Registrar
U5	Other
U9	Volunteer
X1	Resident Worker
X2	YDC Youth Worker
X8	FED/BUS Associate
X9	Non Commonwealth Employees
ZY	Conversion Dual Employment
ZZ	Conversion Primary Employment

g. **Limited Term Wage Position.** A position that has a specific date of expiration, regardless of duration.

h. **OA Authorized.** A complement authorization established by OA, Office of Human Resources Management. This figure is established based on agency justification for positions.

i. **OA Wage Control Status Code.** A code which describes the status or type of control of an agency's pre-established authorized wage complement. These codes appear on the SAP Complement Control Table and are defined as follows:

0 – Additional Override. Complement Total can exceed OA Total.

A - Allowed level control. Agencies may fill positions up to and including the number of authorized positions without OA approval. Agencies are prevented from processing transactions which would cause this number to be exceeded.

X – Not Allowed. No positions can be added to the complement. The complement has been restricted by OA. Personnel actions including appointments, transfers, and changes from wage to salary are not allowed without prior OA approval.

j. **Position Expiration Date.** The date on which a limited term wage position is to expire.

k. **Reclassification.** Reassignment of a position from one classification to a different classification to recognize a change in duties and responsibilities, to correct an error in the original assignment, or to be assigned to a new or revised and more appropriate classification.

l. **Regular Hours Override.** The number of regular hours a part-time employee is scheduled to work in a pay period. This amount must be less than the maximum number of regular hours **authorized** for the position. **Regular hours override can never be zero.**

JOB_CD	JOB_NAME
U0289	Mbr Bd Of Prdns
U2540	Scdry Sch Intrn
U2541	Stdt Emp St Sch
U2542	Ydc Yfc Trng Prgm Wkr
U2620	Pub Srvs Inst Instr
U2630	Vital Stat Rgstr
U2650	Cnsvn Aide
U2671	PA Cnsvn Corps Mbr
U2672	PA Cnsvn Corps Ldr
U2673	Pa Cnsvn Corps Rgnl Ldr
U2700	Govt Srvs Intrn
U2710	Engrg Scnfc Tech Intrn
U2711	Finnegan Stdt Intrn
U2712	Cptl Semester Intrn
U2720	Lgl Intrn
U2725	Plng Rsch Stat Intrn DOC
U3150	Advry Committee Mbr
U3210	Rsdnt Wkr A
U3220	Rsdnt Wkr B
U6090	Dep Wtrwy Cnsvn Ofr
U6100	Dep Game Prtctr
U6150	Game Farm Wkr

- (1) These classes are excluded from the authorized wage complement because they are established to either provide work experience to incumbents or serve on boards or commissions. Positions in these classes are to be coded with "U" as the Type Service Code on the Position Detail Attribute Display (IT9105) and employees in these positions are to be coded as "Unclassified" Contract Type on the Contract Element Display (IT0016).
 - (2) Agencies must ensure that appropriate fiscal year funding is available based on the predetermined budgetary limits issued to agency heads by the Office of the Budget.
 - (3) OA will conduct electronic post-audits of these classes to review utilization trends and appropriateness of assigned work and ensure position expiration dates are consistent with the appropriate fiscal year.
- c. All other new wage positions in excess of authorized complement are to be requested in advance from OA, Office of Human Resources Management, via electronic CAR-W in accordance with this directive.
 - d. All extensions of limited term wage positions are to be requested from OA. Extension requests should be submitted one month prior to position expiration date using the Complement Control reports in accordance with this directive.

- e. Positions may be established and existing limited term wage positions may be extended only with proper approval. Positions disapproved for extension are to be delimited and the incumbents separated.
- f. Full wage complement control (Control Status X) may be imposed by OA when any of the following actions have been taken by an agency:
 - (1) Exceeding authorized complement level.
 - (2) Creating of unauthorized wage positions.
 - (3) Unauthorized use of wage positions, including, but not limited to, the creation or extension of wage positions without the approved Position Expiration Date input on the Complement Control Display (IT9104).
 - (4) Overdue position expiration dates.
 - (5) Hiring wage employees without pre-approved authorized positions.

6. RESPONSIBILITIES.

- a. **Office of Administration, Office of Human Resources Management** will determine each agency's authorized wage and daily rate complement and will conduct a periodic review of current authorized wage levels. The review will determine if the complement levels are appropriate based on utilization. When necessary OA, Office of Human Resources Management, will take action to reduce complement to authorized levels, ensuring that SAP does not process additions to complement in agencies which exceed authorized levels or use wage positions in lieu of salaried complement or for purposes not authorized in Section 7.a. (6). If, within 30 days after over-complement notification, an agency's complement continues to exceed the total number of wage positions authorized or if, after notification, an agency fails to correct an improper utilization of wage complement, OA, Office of Human Resources Management, will prepare and implement a plan to reduce complement to the authorized level or take appropriate action to ensure compliance with this directive.
- b. **Each agency** will establish, record, maintain, and control wage complement in accordance with this directive. Agencies are expected to conduct periodic reviews related to wage complement utilization. Each review should include detailed scrutiny of all positions in the wage complement ensuring that they are limited to acceptable uses including interns and addressing temporary, seasonal, daily rate and irregularly scheduled personnel needs. Agencies should be prepared to justify internal wage complement needs at the end of each fiscal year.

7. PROCEDURES.

- a. The following instructions apply to the establishment and maintenance of the wage and daily rate complement:
- (1) Each position, i.e., wage or daily rate, will be identified by a separate position number; e.g., a facility with three full-time shifts which has positions with the same set of duties performed on each shift must have a separate position number for each position on each shift.
 - (2) A position will be considered vacant when it is not occupied by an employee.
 - (3) An employee can be appointed to an authorized wage or daily rate position provided that the expiration date is still valid and the regular hours assigned to the employee would not cause the regular hours authorized for the position to be exceeded.
 - (4) No employee or prospective employee may be appointed, transferred, promoted, or demoted into an unauthorized position.
 - (5) The use of wage positions is appropriate in the situations listed below:
 - (a) Seasonal work requiring employees for specified periods of time throughout the course of a fiscal year.
 - (b) Intermittent work where the need for employees will not exist on a continuing basis through consecutive pay periods but will be required on an ongoing basis throughout the fiscal year.
 - (c) Irregularly scheduled work where employees work varying numbers of hours from pay period to pay period throughout the fiscal year.
 - (d) Emergency or peak workload situations where the need for a position is based on an unpredictable influx of work for a period of time not exceeding six months.
 - (e) Temporary replacements for employees on SPF leave without pay, or other leave without pay.
 - (6) The duration of a wage position will be determined by an agency's intended use of the position and availability of fiscal funding.
 - (a) Wage positions created for seasonal work will be established for the duration of the season, provided that the period is less than nine months and sufficient fiscal year funding is available.
 - (b) Some positions performing intermittent or irregularly scheduled work may exist year to year; however, they will be assigned a **position expiration date which is consistent with the appropriate fiscal year**. These positions may be extended in accordance with this directive.

- (c) Temporary replacements for employees on SPF leave or other leave without pay will be established for an initial six months or less and may be extended an additional six months (consistent with the approved leave request) and within fiscal year funding requirements (not to exceed twelve months).
 - (7) A limited term wage position scheduled to be delimited must be delimited on the scheduled date unless extended in accordance with this directive.
 - (8) Positions which are 100 percent federally funded from a single Federal Appropriation (Ledger Code 7) or Federal Executive Authorization (Ledger Code 8) must be placed in the appropriate federal appropriation or federal executive authorization. Positions which are federally funded from more than one federal appropriation or federal executive authorization must remain in the state (parent) appropriation.
- b. Use the following procedures to create position(s) which require an **increase** to the authorized wage complement, to extend limited term wage positions or to fill limited term wage positions when on partial (A) or full (X) control status:

(1) Procedure 1: Establishing limited term wage positions which require an increase in the authorized complement or filling limited term wage positions when on partial and full control by processing Complement Authorization Request:

(a) Agency Human Resource Office.

- 1** Prepares electronic CAR-W for authorization to create/fill a wage position(s).
 - a** Includes justification for position(s) in appropriate remarks section.
 - b** Inserts projected position expiration date.

NOTE: Centralized classifications require supporting documentation: Position Description, Organization Chart, and Technical Analysis.

- 2** Transmits electronic CAR-W to OA, Office of Human Resources Management, with justification.

(b) OA, Office of Human Resources Management.

- 1** If approved:
 - a** Assigns/adjusts position expiration date in accordance with agency justification or fiscal year funding requirements.
 - b** Approves CAR-W. (**NOTE:** Date approved is the earliest date the position may be created.)

c Adjusts authorized wage complement as indicated on approved CAR-W. This revised authorized complement is maintained on the SAP Complement Control Table (Y_DC1_32000624).

2 If disapproved, forwards disapproved CAR-W to agency human resource office.

(c) Agency Human Resource Office.

1 If approved, the agency human resource office may process a ZPQ13 (Action for Position) action to create position, or submit an E-PAR to the Human Resources (HR) Service Center.

2 If the position is limited term, action must include the Position Expiration Date on the IT9104 (Complement Control).

(2) Procedure 2: Processing Report of Position Expiration Dates (Complement Control Table Y_DC1_32000624) for wage positions.

(a) Agency Human Resource Office.

1 Produces Report of Limited Tem Position Expiration Dates.

2 Forwards, via email with extension justification to OA, Office of Human Resources Management, HR Service Center.

(b) OA, Office of Human Resources Management, HR Service Center reviews requests for position extension entries as follows:

1 If extension and new expiration date are justified, prepares recommendation for review by OA, Deputy Secretary for Human Resources Management.

2 If extension is justified but requested expiration date is NOT, notes expiration date change and prepares recommendation for review by OA, Deputy Secretary for Human Resources Management.

3 If extension is not justified or deemed to be inappropriate, forwards a recommendation for disapproval to OA, Deputy Secretary for Human Resources Management.

(c) OA, Deputy Secretary for Human Resources Management, reviews recommendations and indicates approval or disapproval.

(d) OA, Office of Human Resources Management, HR Service Center.

1 Forwards an electronic approval/disapproval notification to appropriate requesting agency user ID.

- 2 Adjusts authorized wage or daily rate complement as appropriate.
 - 3 Retains electronic approval/disapproval notification.
- (e) **Agency Human Resource Office** using official electronic approval/disapproval notification, initiates the following:
- 1 Approved position extension:
 - a Filled position(s) – Submits an E-PAR (containing the official approval notice from OA) to OA, Office of Human Resources Management, HR Service Center, to extend the position expiration date.
 - b Vacant position(s) - Via P013 (Maintain Position) update position expiration date on the Complement Control (IT9104) in accordance with approved notification from OA, or submit an E-PAR containing the official approval notice from OA to OA, Office of Human Resources Management, HR Service Center, to extend the position expiration date.

NOTE: Processes any additional action, such as civil service certification, required to extend an incumbent.

- 2 Disapproved position extension:
 - a Filled position(s) – Submits an E-PAR to OA, Office of Human Resources Management, HR Service Center, to process a separation action to remove incumbent and delimit the position.
 - b Vacant position(s) - Delimits the position, via P013 (Maintain Position) or submits an E-PAR to OA, Office of Human Resources Management, HR Service Center, to delimit the position.

This directive replaces, in its entirety, *Management Directive 505.20*, dated January 11, 2011.