

DPS AND TEAM POSITION
CLASSIFICATION GUIDELINES

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DPS AND TEAM POSITION CLASSIFICATION GUIDELINES

The purpose of the Position Classification Program guidelines is to provide information on the Classification process and to provide a documented process for classification of all positions within the State of Kansas. The target audience for these guidelines is all Human Resource employees involved with classifying positions within their agency.

These position classification guidelines further define and update the classification process and responsibilities of the classification teams. Contained in this packet are the current forms used in the classification of positions and instructions on the most effective use of these forms. You will also find background information on the concept of classifying positions within Kansas state government that might prove helpful as you move through the process.

BACKGROUND

Article 4 of the Kansas Administrative Regulations sets up the criteria for the classification of positions within the State Classified service as described below:

- 1-4-1 Preparation of Classification Plan
 - (a)(1) The classification plan shall establish an appropriate title for each class, describe the typical duties and responsibilities of the position in the class, and indicate the required selection criteria for performance of the duties of the class.
 - (a)(2)(A) All positions substantially similar with respect to the kind, difficulty, and responsibility of work are included in the same class.
 - (a)(2)(B) There are required selection criteria which are applicable to all positions in a class, in addition to any selection criteria which may be applied to individual positions in a class to fulfill specific job requirements.
 - (a)(2)(C) The same pay grade may be applied with equity to all positions in the class.
- 1-4-2 Position Management
 - (a) Managers and supervisors shall structure each position so as to promote efficient use of the workforce and to fulfill current and future requirements, and shall accurately describe in writing the duties of the position. The supervisor or manager shall review each position under the manager's supervision each time the position becomes vacant, and at least annually in conjunction with the performance review of the employee in the position if no vacancy occurs. This position review shall be certified in a manner to be prescribed by the director.
 - (b) Each agency shall maintain a system of position identification and control, indicating the organizational unit, location, duties, and work hours and shifts of each established position, which shall be made available to the director upon request.

- 1-4-3 Position Descriptions
Each supervisor, in cooperation with each employee under his or her immediate supervision, shall prepare a position description for each position under his or her immediate supervision, specifying the duties and responsibilities of the position. Forms for this purpose shall be prescribed by the director. The position description shall be signed by the supervisor, the employee, and the personnel officer or other personnel official. The appointing authority or his or her authorized agent shall review the description and cooperate with the employee and the supervisor in making revisions if revisions are needed. When the description has been satisfactorily and correctly written, the appointing authority or his or her authorized agent shall certify that the description is correct and shall transmit the position description to the division of personnel services or, if the agency has authority to allocate the position, to the official who is authorized to allocate the position.

- 1-4-5 Position Allocation
 - (a) When a new position is created in the classified service, the appointing authority shall notify the director in the manner as prescribed by the director. The notice shall include a statement of the responsibilities, which are to be assigned to the position. The director shall then allocate the position. Except as otherwise provided in the act or in these regulations, no person shall be appointed to, or employed in, a classified position until the position has been allocated to an established class, or until the classification plan has been amended to provide for the new position.

DELEGATED AUTHORITY

To carry out the classification of positions on an agency level the Kansas Administrative Regulations authorize the following:

- 1-4-5 Delegated Authority
 - (a) The secretary of administration may delegate to an appointed authority the authority to allocate positions in his or her agency. The delegation shall specify the classes, or group of classes, for which the authority is granted, and conditions under which the delegation is made. The secretary may modify or withdraw any delegation of allocated authority.

To request classification authority agencies may submit a letter of request to the Secretary of Administration via the Director of Personnel Services. The request will be reviewed, and if approved, a Delegated Authority Agreement between the Agency and the Division of Personnel Services will be generated and signed by both agency Appointing Authorities. Maintaining classification authority is contingent upon carrying out the Delegated Authority Agreement.

CLASSIFICATION TEAMS

- Teams of experienced and new classifiers are used to classify all Human Resource and Information Technology positions and the positions of agencies that do not have delegated classification authority.
- The teams are comprised of DPS and agency classifiers.
- The purpose of the classification teams is to assist classifiers with their efforts to obtain and enhance their classification skills and their statewide perspective relative to the overall state classification plan.
- The team approach allows experienced classifiers to enhance their skills and broaden their perspective as they work with positions that are not used within their own agencies. As such, classifiers obtain multiple perspectives on classification actions.
- The team approach provides newly trained classifiers with on-the-job training.
- The team approach helps develop partnerships between and amongst agencies.

TEAM OPERATION and ORGANIZATION

- Team members are selected at random from a pool of trained classifiers from both DPS and agencies.
- Team members serve on a team for a designated period of time, after which their names are cycled back into the pool.
- At least four members are selected for each team.
- Each team meets at a standard time each week, if not in person by phone, to discuss and process classification actions.
- The review or consult on a classification action involves at least three team members.
Note: Human Resource staff in agencies without delegated authority are encouraged to attend classification training to enhance their understanding of the classification process. Upon successful completion of training these staff are provided the opportunity to be involved with a classification team. This involvement aids with the transfer of learning as staff experience applying information learned during the classification training. Experience with a team should also help these staff persons as they manage positions within their own agencies and review and prepare classification requests.

TEAM ROLES

- A DPS team member serves as the coordinator of each team.
- Member assignments are determined by the coordinator in consult with team members.
- Each team member is actively involved in classification action reviews, consultations, and documentation.

TEAM ASSIGNMENTS

- An introductory meeting is held to review the process and guidelines at the start of each new team assignment.
- Each team is to complete all assigned classification requests in a timely manner and in accordance with guidelines and procedures.
- Team start dates are staggered to avoid a slowdown in the classification process.
- Teams receive classification requests up until one week prior to the end of their assignment.

TEAM ASSIGNMENTS (continued)

- Team members are encouraged to provide feedback related to their experience and suggestions for improvement. An exit meeting or a written or verbal survey may be initiated by DPS.

TEAM RESPONSIBILITIES

- Communication between the review team and the agency requesting a classification action is essential.
- Additional information needs to be obtained from the requesting agency prior to the team's making the final determination when the team's classification determination is not in agreement with the proposed classification request or when clarification is needed on submitted information.
- The purpose of the contact is to ensure that the team has all the information needed to make a proper classification.
- Each team determines how to contact the agency when questions arise and who will be involved with the contact.
- The team should be in contact with the agency to clarify any issues or questions throughout the review process.
- Any information shared by the team during the classification determination process should remain confidential.

POSITION AUDITS

- Use of the position audit is at the discretion of the team.
- The position audit is a tool the team can use to clarify the duties listed on the position description. If the team feels an audit would be beneficial and there is additional information that can be obtained, the team may request that an audit be conducted. If the team feels they have all the information needed to make a proper determination and an audit would not provide additional information, then an audit does not need to be conducted. (See Procedures for Conducting Position Audits, Position Audit for Classification Teams, and Questions for Position Audits. Pages 6-9)

CLASSIFICATION DECISIONS

- There is no need for an appeal of the team's final decision as the team has worked with the requesting agency to secure additional information throughout the entire process. This additional information is included in the final determination.
- Philosophical differences of opinion between team members regarding any part of the classification process will be resolved by consensus.

DOCUMENTATION

- Assigned team members complete and sign a Classification Determination Worksheet and a Classification Determination Summary for each assigned position review. For Information Technology Positions the IT Classification Determination Worksheet and Classification Determination Summary are to be completed. (See Classification Determination Worksheet, IT Classification Determination Worksheet and Classification Determination Summary. Pages 10-12).

DOCUMENTATION (Continued)

- Classification Determination Summaries are signed by at least three team members involved in the classification action review or consult.

AGENCY NOTIFICATION

- Upon completion of the classification determination the agency's assigned DPS HR Consultant contacts the agency via telephone with the results of the classification review and the effective date.
- The classification action is then entered into the SHARP system and a written notification is mailed along with the signed position description to the agency.
- The key points identified on the Classification Determination Summary are included in the written notification to the agency.

ROUTINE REALLOCATIONS

In certain situations a DPS HR Consultant will review a classification request and make a determination rather than submitting it to a team for review. Those situations are as follows:

- When a position is submitted for a downward reallocation, as a result of recruitment problems, and the intention is that the position will be reallocated upward after the incumbent completes training requirements and thus meets the requirements for the original class. Identical or comparable position descriptions for the lower level class are to be submitted with the request.
- When a position is submitted for a reallocation, which had previously been submitted for a downward reallocation and the incumbent has met the training requirements and meets the requirements for the original class.
- When a position description is submitted as an update and there are no significant changes in duties.
- When a new position is submitted and the duties are identical to an existing position(s) within the requesting agency.

POSITION REVIEWS

- The purpose of a position review is to determine if the position description accurately represents the duties performed.
- The position review process is a paper process and is generally performed by agencies.
- DPS involvement with a position review is determined on a case-by-case basis. (See Position Review vs. Position Reallocation Review and Position Review Questions. Pages 12-16)

CLASSIFICATION REQUESTS

Select information and documentation is submitted to the Division of Personnel Services, attention Pamela Evans, when requesting classification actions. Submitting all the required information allows for timely processing of requests. Incomplete requests cause delays in processing. (See Agency Checklist Classification Request. Pages 18-19)

PROCEDURES FOR CONDUCTING POSITION AUDITS

PRE-AUDIT ARRANGEMENTS

Contact the HR Manager in advance to schedule a convenient time and date. Make sure the agency has a conference room available. Request that the supervisor and incumbent be available. Request that the incumbent provide documents/reports they are responsible for at the time of the audit.

Individuals conducting the audit need to make sure all documentation is organized.

POSITION AUDIT

Meet with the HR Manager to be escorted to the conference room.

Introduce all individuals involved in conducting the position audit.

Explain why you are reviewing the work of the position.

Attempt to put the employee and supervisor at ease, if needed.

Obtain information, which will clarify, verify, or supplement the facts given on the position description.

Avoid phrasing questions in a manner that suggests a particular response.

Phrase questions in a simple and direct manner.

Ask questions that are directed towards duties and responsibilities that consist of the larger percentage of time and/or consist of more difficulty and responsibility.

Meet with the HR Manager after completing the audit. Discuss the process and initial findings.

POSITION AUDIT FOR CLASSIFICATION TEAMS

1) What is the definition of a position audit?

A position audit is a review of a position that has been submitted for reallocation. It is normally done face-to-face with the incumbent at their job location. On some occasions it may be done over the phone with a conference call. Position audits differ from a position review, which is a paper process only.

2) What is the purpose of a position audit?

The purpose of a position audit is to gather and/or clarify information in order for the team to make a determination as to the appropriate class title.

3) When is an audit needed and how is it requested?

An audit is needed when information is vague (i.e.: part of the duties fall within current title and part fall within proposed title according to the written position description), or if the classification team is not in agreement as to the appropriate class title. Team members may request an audit to be done to gather additional information to make a final decision.

4) Who is involved in doing the audit?

The team DPS representative and at least one other team member perform the position audit.

5) What special knowledge and skills are needed to conduct an audit?

Completion of classification training, good interviewing and listening skills, attention to detail, good people skills, good communication skills, knowledge of position descriptions and class specifications, and a knowledge of what questions to ask the incumbent and supervisor.

6) How do you learn to do an audit?

Classification training and being able to sit in on a position audit as an observer.

7) What documentation is needed and where is it filed?

List of questions, PD, and class spec. List of questions with answers and PD need to be filed together.

Questions For Position Audits

1. Does your position description accurately reflect the work you do? If not, in what ways does it need to be changed?
2. How have your duties changed since your most recent PD was written?
3. Where does your work come from and where does it go?
4. Describe the most important or critical job activity or duty. What percentage of your time does this duty require?
5. Does your position have a daily/weekly/monthly/annual cycle to it? Please describe what it takes to complete the cycle.
6. Identify your single most time-consuming activity. What percentage of your time does this duty require?
7. List those persons, governmental bodies, and organizations, both public and private, that you are required to be in contact with as a part of your job.
8. What happens to your work if you are not there to perform it? What impact does this have on the agency?
9. Do you supervise or serve as a Lead worker? If so, describe the general purpose and type of work performed by employees you supervise or lead?
10. Are you involved in the process of hiring and firing, evaluations, etc. of employees?
11. Describe the supervision you receive. What work actions or decisions can you make without the prior approval from your supervisor?

Questions For Position Audits (Continued)

12. How are you given directions, instructions, etc.? How is work assigned? How is your work reviewed?

13. What programs, persons, and/or functions are directly and indirectly affected by the decisions you make?

14. Describe your role in the recommendation or development of policies and procedures, program changes, or program development.

15. What special knowledge and skills are necessary to perform your job?

16. Does your position require that you have some type of license or certification? If so, what is it? What is required to obtain this license?

17. What equipment do you operate/use? Type and frequency.

18. Are there other employees with in the agency that do the same work as you? Is so, who?

19. Is there anything we haven't discussed yet that you would like to add?

CLASSIFICATION DETERMINATION WORKSHEET

AGENCY: _____ AGENCY NUMBER: _____

CURRENT CLASS: _____ POSITION NUMBER: _____

PROPOSED CLASS: _____ FLSA Status: _____

REVIEWER: _____ Date: _____

RECOMMENDATION: _____

CHANGES made to PD and reasons for the changes.

Refer to #18 of proposed PD and Cover Letter.

Supervision Received:

Positions DIRECTLY supervised by this position:

Class Specifications compared to PD:

Definitions for each class to be compared:

Compare current PD to proposed PD, Comparison PD's, and Specifications and explain findings:

List PD duties

Determination:

FLSA Determination:

IT CLASSIFICATION DETERMINATION WORKSHEET

AGENCY: _____ AGENCY NUMBER: _____

CURRENT CLASS: _____ POSITION NUMBER: _____

PROPOSED CLASS: _____ FLSA Status: _____

REVIEWER: _____ Date: _____

RECOMMENDATION: _____

Why does position exist and how does it accomplish the goals of the unit/dept/agency.
Refer to #1 of proposed Position Description Profile.

CHANGES made to Position and reasons for the changes.
Refer to #2 A & B of proposed Position Description Profile and Cover letter.

Supervision Received:

Positions DIRECTLY supervised by this position:

Class Specifications compared to PD:
Refer to class templates. Attach to write-up.

Definitions for each class to be compared:
Refer to Class Specifications.

Information Technology Focus Area(s):

- Network – data and voice communication
- Server Platform (multi-user)
- User Platform (single user)
- Information – data capture, processing and delivery; application software.

Compare current PD to proposed PD, Comparison PD's, and Specifications and explain findings:

Refer to Correlation Analysis report and attach to write-up.
Review IT Domains and % of time from part 3.
Review IT Processes, % of time, Responsibility code, and Complexity codes from part 3.
Review software and hardware used and full performance proficiency codes from part 2.

Classification Determination:

FLSA Determination:

CLASSIFICATION DETERMINATION SUMMARY

AGENCY: _____ AGENCY NUMBER: _____

SHARP POSITION #: _____

CURRENT CLASS TITLE: _____ PAY GRADE: _____

REQUESTED CLASS TITLE: _____ PAY GRADE: _____

DETERMINED CLASS TITLE: _____ PAY GRADE: _____

This Determination is based on the Following Key Points:

(See Attached Classification Determination Worksheet for Details.)

Note: These points will be incorporated into the Agency Determination Notification Letter.

Team Member Date

Team Member Date

Team Member Date

Team Member Date

Team Member Date

Team Member Date

POSITION REVIEW VS POSITION REALLOCATION REVIEW

K.A.R. 1-2-61. Position review. Position review means the official study by the agency personnel officer or the division of personnel services of the current or proposed duties and responsibilities of a position.

A position review is the detailed analysis of the actual duties performed by an individual in comparison to the duties listed in the position description for the incumbent. The purpose of this review is to determine if the position description accurately represents the duties performed.

K.A.R. 1-4-7. Position reallocation. (a)(1) Upon the initiative of the director or the request of an employee or appointing authority, a position shall be reviewed whenever:

- (A) the organizational structure of an agency or the duties of a position are significantly changed; or
- (B) for any other reason, a position appears to be allocated incorrectly.

(2) After conferring with the appointing authority, the position under review may be reallocated by the director to a different class or the existing allocation may be retained. During the review, other positions may be reviewed and reallocated as required.

A position reallocation review is the detailed analysis of a position description in comparison to the class specifications for the position and any comparable positions within the agency or the State of Kansas. The purpose of this review is to determine if the position is correctly classified.

The purpose of a position review is to determine if the position description accurately represents the duties performed. The position review process is a paper process and is generally performed by agencies. DPS involvement with a position review is determined on a case-by-case basis.

The necessary paperwork to complete the review will be submitted to the manager and the employee within the position. After the completion of the paperwork the duties listed in the position description will be compared to the duties reported. The outcome of the review will be to determine if the position description accurately reflects the duties performed by the employee.

If an agency wishes to have a position reallocated or have a classification action performed upon the position all such reviews must be submitted to DPS for assignment to a classification team. The position will be compared to the class specifications and any comparable position descriptions. The outcome of the position reallocation review is to determine if the position is correctly classified.

POSITION REVIEW QUESTIONS

AGENCY: _____ AGENCY NUMBER: _____

SHARP POSITION #: _____

CURRENT CLASS TITLE: _____ PAY GRADE: _____

EMPLOYEE'S NAME: _____

SUPERVISOR'S NAME: _____

Please answer the following questions pertaining to the position under review. Use the boxes located to the right of the question to affix the initials of the employee and the supervisor to indicate that both individuals have read and understand the comments.	Initials of the Employee	Initials of the Supervisor
1. Does the position description accurately reflect the work performed by the incumbent? If not, in what ways does it need to be changed?		
2. How have the duties changed since the most recent PD was written?		
3. Where does the work come from and where does it go?		
4. Describe the most important or critical job activity or duty. What percentage of the time does this duty require?		

Please answer the following questions pertaining to the position under review. Use the boxes located to the right of the question to affix the initials of the employee and the supervisor.	Initials of the Employee	Initials of the Supervisor
5. Does the position have a daily/weekly/monthly/annual cycle to it? Please describe what it takes to complete the cycle?		
6. Identify the single most time-consuming activity. What percentage of time does this duty require?		
7. List those persons, governmental bodies, and organizations, both public and private, that the incumbent is required to be in contact with as a part of the job.		
8. What happens to the work if the incumbent is not there to perform it? What impact does this have on the agency?		
9. Does the incumbent supervise or serve as a Lead worker? If so, describe the general purpose and type of work performed by employees the incumbent supervises or leads?		

Please answer the following questions pertaining to the position under review. Use the boxes located to the right of the question to affix the initials of the employee and the supervisor.	Initials of the Employee	Initials of the Supervisor
10. Describe the role of the incumbent in the recommendation or development of policies and procedures, program changes, or program development.		
11. What special knowledge and skills are necessary to perform the job?		
12. Does the position require that the incumbent have some type of license or certification? If so, what is it? What is required to obtain this license?		
13. What equipment does the incumbent operate/use? Type and frequency.		
14. Are there other employees with in the agency that do the same work as the incumbent? Is so, who?		

Use this space to make additional comments.

AGENCY CHECKLIST CLASSIFICATION REQUEST

The following information must be submitted to the Division of Personnel Services when requesting classifications or reclassifications. Submitting all the required information will allow for timely processing of your request. Incomplete requests will cause delays in processing.

Send all requests to Pamela Evans, Division of Personnel Services.

□ **Cover Letter:**

- Explanation of the reason(s) for the allocation/reallocation request. What has changed and why.
- Agency contacts Name, Phone, E-mail address, if applicable.

□ **Proposed Position Description:**

- Complete copy of position description with new duties of the employee

Note: The position description must contain

- The SHARP position number (ie: K0012345)
- No duty over 50% or under 5%
- The signatures of : (K.A.R. 1-4-3)
 1. Agency Human Resource Official
 2. Agency Head or Appointing Authority
 3. Position Supervisor
 4. Employee if position is filled
- If any of the signatures are not available an explanation should be included in the cover letter.

□ **Current Position Description:**

- Completed copy of the current position description, if applicable.

□ **Organizational Charts:**

- Copy of proposed organizational chart clearly identifying the position and the SHARP position number.
- Copy of existing organizational chart clearly identifying the position and the SHARP position number, if applicable.

□ **Positions Used as Comparisons:**

- Complete copies of position descriptions that were compared to the proposed position description being submitted, if applicable.

- To ensure timely information, please do not use position descriptions over 3 years old as a comparison. PD's should be updated annually and a copy sent to your DPS consultant.

- **Additional Information:**
 - Any other information which might be helpful to the team in making their final determination. IE: Mission statements, Web site addresses, Budget narrative, etc.

- **SHARP Position Data Sheet:**
 - Effective Date: (within pay period in which determination is approved unless later date is requested.)
 - Position Number (leave blank if new position)
 - Job Code and Title
 - Reason Code
 - Any other information that needs to be entered or updated.

- **Agencies with Information Technology positions:**
 - IT classification requests require a Position Description/Profile.

- **Agencies with Classification Authority:**
 - Attach all comparison worksheets, audits, etc. used in your position analysis.

Please contact your agency's Personnel Consultant with any questions or concerns.