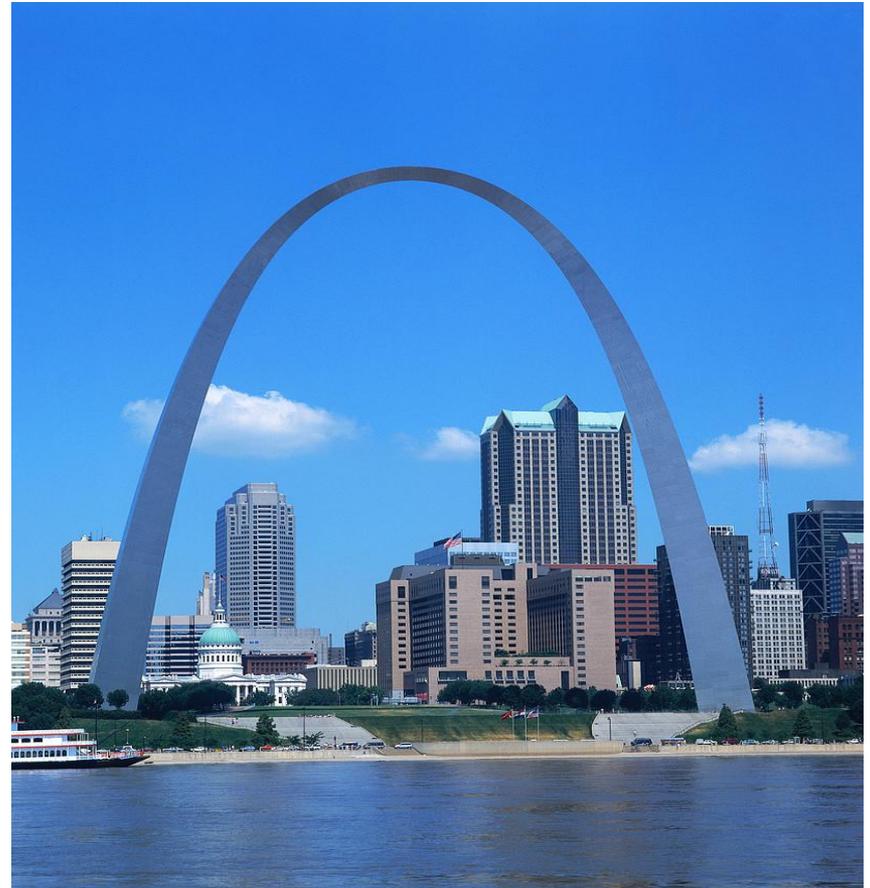


Classification – The Gateway to Excellence in Assessment

- IPMAAC – June 2007
- James Frankart
- PA Civil Service
- Chief-Research



Classification – The Gateway to Excellence in Assessment

- Responsibility for classification resides in three organizations
 - Civil Service Commission
 - Min Qualifications & Special Requirements
 - Governor's Office of Administration
 - Definition of Work and Pay ranges
 - Using Agency
 - Drafts specs to reflect work performed



Classification – The Gateway to Excellence in Assessment

- The Problem
 - Pa has experienced many retirements
- Many new analysts
- Confusion about standards
- Solution
 - Develop a training program to give a common set of standards



Classification – The Gateway to Excellence in Assessment

- Sometimes in testing we can't see the forest for the trees
- **We need to remember that testing is only one part of the selection process**
- Jobs that are properly classified can be of great assistance in developing job relevant tests



Job Specification Development

Office of Administration
State Civil Service Commission

March 27, 2007



Purpose of This Course

- Course is designed for analysts responsible for writing new or updating current job specifications
- Provides information about job analysis and each section of the job specification
- Gives analyst common standards
- Provides an opportunity for practice



Course Schedule

- Overview of classification plan
- Job analysis
- Job title, definition and examples of work
- Knowledges, skills and abilities
- Minimum experience and training
- Necessary special requirements, conditions of employment and post-employment requirements



Overview of Classification Plan

- A job is work performed by a group of positions that:
 - Have similar duties/responsibilities
 - Require like qualifications
 - Can be equitably compensated by the same pay scale group
 - Exception – we do have one person titles



Overview of Classification Plan

- Approximately 2800 job specifications
- Organized into 10 major occupational groups
- (see Appendix A)

Parts of a Job Specification

- Job Code
 - Identifies the job within the classification plan through a numerical code
- Job Title
 - Provides basic description of the occupation
- Definition
 - Defines the level, nature and type of work; provides leveling criteria
- Examples of Work
 - Illustrate the work described in the definition

Parts of a Job Specification

- Knowledges, Skills and Abilities
 - Necessary to perform work (upon entry to the job) described in the definition
- Minimum Experience and Training
 - Minimum qualifications needed for entry
- Additional Requirements - licenses, certifications or registrations required by the job
 - Necessary Special Requirements
 - Conditions of Employment
 - Post Employment Requirements

Who uses job specifications?

- HR Analysts
 - Classification Analysts
 - LR Analysts
 - Recruitment Analysts
 - SCSC Test Developers
 - Evaluation Analysts
 - EEO Specialists
- Employees
- Job Applicants
- Supervisor/Manager
- Unions
- Legislators
- Attorneys
- Arbitrators
- HR Analysts from other states

Why are well-written job specifications important?

- Serve several purposes concurrently
 - Define boundaries of a job
 - Method for pay determination
 - Guide for allocating work to a job
 - Basis for recruitment/test construction
- **Foundation of the classification plan and the merit system**

Job Analysis

- What is job analysis?
 - A systematic process of collecting, processing, analyzing, interpreting and documenting data about jobs and their requirements
- What is the purpose of job analysis?
 - To ensure information in job specifications is job-related
 - Appendix B (Mgt. Directive 520.7)



Job Analysis

- When does a job specification need to be created or re-written?
 - New or changed work
 - Technology changes
 - Organization/management directed changes
 - Labor relations considerations
 - Existing job specification inaccurate or inadequate

Job Analysis

- Why is job analysis important?
 - Agencies are required to do a job analysis before submitting new or revised proposed job specifications
 - Extensive job analysis is the basis for well-written job specifications
 - Required by law
 - It is “best practices”

Job Analysis

- At its conclusion, job analysis should answer these questions:
 - Is the work applicable to one job specification or is a series needed?
 - How many positions are needed at each level?
 - What differentiates the work from that of other jobs (job series)?

Job Analysis - Continued

- What is the division of labor? How is the work assigned to individuals and teams?
- What is the workflow? How is the work reviewed and approved?
- What are the requirements for entry into this job?

How do we get started writing job specifications?

- Most important step in writing job specifications:
 - **KNOW THE WORK!**
 - Understand what separates this body of work from that described in other jobs
 - Why won't an existing job specification work?
- Be able to describe these distinctions clearly

How do we get started writing job specifications?

- Determine the scope of the project
 - One job specification?
 - Or are separate levels/series needed?
- Start with the working level job in a series, then move up or down
- Be prepared to describe the work as clearly as possible



Job Title

- Should be carefully worded and consistent with other job specifications
- Three characteristics:
 - Descriptive of the type of work
 - Indicate relative level/rank
 - As short as possible

Job Title

Bad idea/Good idea

○ **Unacceptable**

- Sanitary Laborer
- Engineers Office Assistant
- Administrative Secretary
- Storekeepers Assistant
- Sub-professional Nursing Assistant

○ **Acceptable**

- Refuse Collector
- Engineering Draftsperson
- Clerk Typist 2
- Stock Clerk 2
- Nurses Aide

Definition

- Most critical section, from a classification point of view
- Should describe the scope and complexity of the work
- Don't use exclusionary phrases
 - A job specification describes work performed by positions; it doesn't describe work NOT performed

Definition

- Every sentence included in the definition should serve a purpose in allocating positions to the job
- Information more appropriate to EOWs or KSAs should *not* be included in definition
- Appendix C - definitions

Definition

First Paragraph

- High level statement that describes complexity, nature and discipline or technical specialty area covered by the job
- Should contain only these elements and be no longer than one sentence

Definition

- Allocation Factors
 - Nature and variety of work
 - Nature of supervision received
 - Nature of available guidelines
 - Originality required
 - Purpose and nature of working relationships

Definition

- Allocation Factors (continued)
 - Nature and scope of recommendations, decisions, commitments, and conclusions
 - Nature and extent of supervision exercised

Examples of Work

- Classification analysts rely on this section for illustration of the definition
- Represent examples of work typically found at that level
- Should not repeat the definition, but should clarify and support the concepts in the definition

Examples of Work

- Each EOW is one task statement
- EOWs should be brief and concise
- Each EOW begins with an action verb in the present tense (directs, conducts, writes, etc.)
- Avoid use of terms like “may not” or “sometimes does”
- EOWs should be in a logical order—most important to least; chronological order, etc.

Examples of Work

- Last EOW should always be “performs related work as required”
- EOWs for all supervisory/managerial jobs should include:
 - “Performs the full range of supervisory duties”
 - “Employees in this job may participate in the performance of their subordinates’ work consistent with operational or organizational requirements” (See handout)



Knowledges, Skills and Abilities

- First of three sections that describe the **characteristics of the candidates** for the job, and not the work of the job
- In the examination process, their primary value is in establishing the type of test used and the subject matter of the test

Knowledges, Skills and Abilities

- Knowledge: an organized body of information that a person mentally possesses as a result of formal education, training, or personal experience
- Skill: proficient performance of a psychomotor task
 - Psychomotor is motor action directly proceeding from mental activity.
- Ability: current capacity to perform a physical or mental function

Knowledges, Skills and Abilities

- Should be consistent with, and derived from, the job duties and responsibilities information in the definition and EOWs
- Only those requirements necessary for the performance of the work of the job ***on appointment***
- KSAs don't indicate the method by which they will be determined nor specify the amount
- KSAs should be discrete and measurable



Knowledges, Skills and Abilities

- Organize KSAs—they should be listed in order of importance
- KSAs should demonstrate a relationship with the definition and EOWs and should be consistent with other jobs in the series
- Appendix D



Minimum Experience and Training

- An MET is a selection device covered under Section 14 C6 of the Federal EEOC Guidelines.
- An MET is based on the most critical entry level KSAs.



Minimum Experience and Training

- METs answer the question, “What and how much experience and/or training are most likely to produce the critical entry level KSAs?”



Minimum Experience and Training

- Required experience and/or training should be as specific as indicated by the job analysis.
- Must be able to be evaluated on job applications.
- Appendix E



Minimum Experience and Training

- Option Hierarchy
 - First Option – Commonwealth Job Title
 - Middle Option(s) – Experience/Education
 - Last Option – Equivalency
- All options must be equivalent to each other.
- All options must provide the same KSAs.

Minimum Experience and Training

- Equivalencies:
 - Open Equivalency
 - “An equivalent combination of experience and training”
 - Limited Equivalency
 - “An equivalent combination of experience and training that includes...”
 - No Equivalency



Necessary Special Requirement

- A licensure, certification, registration or other requirement needed **at the time of application.**
- The NSR is required of all positions in the job and must be maintained throughout employment in that job.
- SCSC will not deem an applicant eligible to take the civil service examination if he/she doesn't possess the NSR.

Necessary Special Requirement

- Driver's License as an NSR:
 - Determine if the core work is vehicle operation or if the requirement is just travel.
 - If driving a vehicle is not the core work of the job, but travel is required, this should be reflected in the EOWs only (not the definition and not in the NSR).
 - If the employee is permanently assigned a state-owned vehicle, NSR is justifiable.

Condition of Employment

- A licensure, certification, registration or other **position requirement needed at the start of employment.**
- The SCSC does not determine if an applicant possesses a COE at the time of application; this is up to the agency to confirm at the start of employment.
- Should be applicable to only certain positions in a job and must be maintained throughout employment in that position.

Condition of Employment

- Example – *Civil Engineer*: Certain positions in this class will require a valid license as a professional engineer by the Commonwealth of Pennsylvania, or a reciprocal jurisdiction. These are positions where there can be no exemption from such licensure, as defined under Section 5, Exemption from Licensure, of the Professional Engineers Registration Law (as amended).
- This is a COE because it is required of only some positions in the job, and is required at the time of employment



Post Employment Requirement

- A licensure, certification, registration or other position requirement needed for continued employment, **but not before employment begins.**
- Must be maintained throughout employment in that job.
- Should include the word “valid”



Post Employment Requirement

- Must be an operational reason for a PER.
- Should be used in rare occasions when the licensure or certification is required during the probationary period or at some point after hire.
- It is the agency's responsibility to ensure that licenses are obtained and maintained.

Post Employment Requirement

- Example – *Licensed Practical Nurse*: Employees possessing non-renewable temporary practice permits must obtain a valid license as a Licensed Practical Nurse within the one (1) year period as defined by the Pennsylvania State Board of Nursing.
- This is a PER because it's required of all positions, but not at the time of application or at the time of employment.

Any Questions?

