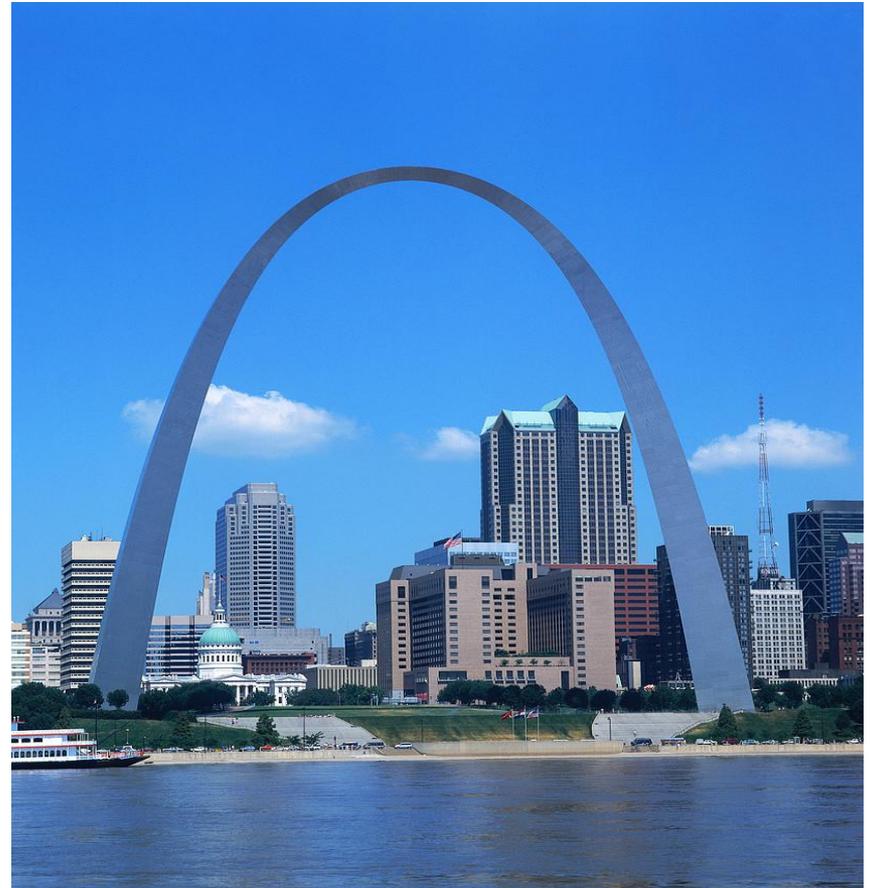


# Classification – The Gateway to Excellence in Assessment

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



# Classification – The Gateway to Excellence in Assessment

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- 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

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- 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

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- 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

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Office of Administration  
State Civil Service Commission

March 27, 2007



# Purpose of This Course

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- 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

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- 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

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- 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

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



# Parts of a Job Specification

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- 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

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- 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?

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- 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?

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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?

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- 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?

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- 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

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- 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

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- **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

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- 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

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- 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

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## 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

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

# Definition

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



# Examples of Work

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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?

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