

A Classification Compliance Audit Report on the

Texas Employment Commission



Office of the State Auditor
Lawrence F. Alwin, CPA

August 1995

Report No. 95-157

Key Points of Report

A Classification Compliance Audit Report On the Texas Employment Commission

August 1995

Key Facts And Findings

- C 46 out of 329 positions reviewed were inappropriately classified.

- C There were 16 instances in which inappropriate reporting relationships were found.

- C Because the Position Classification Act places the first-line responsibility for proper classification with the agency, the Texas Employment Commission needs to strengthen controls over the classification process.

Contact:
Jeanine Pollard (512-479-4880)

This review of 329 full-time classified positions was conducted in accordance with the Position Classification Act, Texas Government Code, Chapter 654.

Table of Contents

A Classification Compliance Audit Report On the Texas Employment Commission

August 1995

Overview	1
Detailed Issues and Recommendations.....	4
Section 1	
Inappropriately Classified Positions.....	4
Section 2	
Inappropriate Reporting Relationships	5
Section 3	
Management Control Recommendations.....	7
 Appendices	
Appendix 1	
Objective, Scope, and Methodology	8
Appendix 2	
Detailed Class Recommendations	9

Overview

The State Classification Office in the State Auditor's Office conducted a classification compliance audit of the Texas Employment Commission (Commission) in which a sample of full-time classified positions (329 employees) was reviewed for compliance with the Position Classification Act (Act). The sample selected for review included all full-time classified employees within the Finance/Information Systems Division of the Commission. Forty-six of the 329 positions reviewed were found to be inappropriately classified and 16 instances of inappropriate reporting relationships were evident. In order to protect the confidentiality of those employees whose positions were reviewed, each incumbent was assigned a position number. (A list of each employee and his or her assigned number has been provided to the Commission for reference.)

In those instances in which a position was found to be inappropriately classified, the Administrator of the Commission should take appropriate action to classify positions properly according to our recommendations or restructure them so that the work being performed is consistent with their classification. The Administrator should also ensure that any improper reporting relationships are remedied.

Recommendations	Position Number	Class Number	Title
Present: Recommended:	8	0065-09 0055-06	Clerical Supervisor III Clerk III
Present: Recommended:	40	0223-09 0247-08	ADP Equipment Operator II Magnetic Tape Librarian
Present: Recommended:	68	231-12	ADP Supervisor I Data Entry Supervisor series
Present: Recommended:	69	0231-12	ADP Supervisor I Data Entry Supervisor series
Present: Recommended:	70	0231-12	ADP Supervisor I Data Entry Supervisor series
Present: Recommended:	71	0232-14	ADP Supervisor II Data Entry Supervisor series
Present: Recommended:	72	0233-16	ADP Supervisor III Data Entry Supervisor series
Present: Recommended:	76	0233-16 1504-15	ADP Supervisor III Administrative Technician IV
Present: Recommended:	83	0239-12 0268-18	ADP Programmer Apprentice Systems Programmer I
Present: Recommended:	97	0240-14 0259-14	ADP Programmer I Systems Support Specialist III
Present: Recommended:	99	0240-14 0268-18	ADP Programmer I Systems Programmer I
Present: Recommended:	107	0241-16 0268-18	ADP Programmer II Systems Programmer I

Recommendations	Position Number	Class Number	Title
Present: Recommended:	121	0246-09	ADP Record Control Clerk III Administrative Technician series
Present: Recommended:	122	0251-18 0262-18	Programmer Analyst I Systems Analyst II
Present: Recommended:	128	0251-18 0262-18	Programmer Analyst I Systems Analyst II
Present: Recommended:	129	0251-18 0278-18	Programmer Analyst I Data Base Administrator II
Present: Recommended:	130	0251-18 0262-18	Programmer Analyst I Systems Analyst II
Present: Recommended:	168	0260-16 0251-18	Systems Analyst I Programmer Analyst I
Present: Recommended:	174	0262-18 0268-18	Systems Analyst II Systems Programmer I
Present: Recommended:	175	0262-18 1557-20	Systems Analyst II Director of Programs I
Present: Recommended:	176	0262-18 0268-18	Systems Analyst II Systems Programmer I
Present: Recommended:	177	0262-18 0268-18	Systems Analyst II Systems Programmer I
Present: Recommended:	180	0262-18 0268-18	Systems Analyst II Systems Programmer I
Present: Recommended:	183	0264-20 1557-20	Systems Analyst III Director of Programs I
Present: Recommended:	184	0264-20 1557-20	Systems Analyst III Director of Programs I
Present: Recommended:	185	0264-20 1557-20	Systems Analyst III Director of Programs I
Present: Recommended:	190	0266-21 1559-21	Systems Analyst IV Director of Programs II
Present: Recommended:	191	0266-21 0270-21	Systems Analyst IV Systems Programmer III
Present: Recommended:	192	0266-21 1559-21	Systems Analyst IV Director of Programs II
Present: Recommended:	193	0266-21 1559-21	Systems Analyst IV Director of Programs II
Present: Recommended:	194	0266-21 1559-21	Systems Analyst IV Director of Programs II
Present: Recommended:	195	0266-21 0253-21	Systems Analyst IV Programmer Analyst III
Present: Recommended:	204	0283-16 0287-16	Telecommunications Specialist III Network Manager I

Recommendations	Position Number	Class Number	Title
Present: Recommended:	209	0517-19 1565-19	Planner II Program Administrator III
Present: Recommended:	211	0262-18 1564-18	Systems Analyst II Program Administrator II
Present: Recommended:	219	1002-06 1501-08	Accounting Clerk II Administrative Technician I
Present: Recommended:	233	1081-11 1502-11	Accounts Examiner I Administrative Technician II
Present: Recommended:	238	1083-15 1504-15	Accounts Examiner III Administrative Technician IV
Present: Recommended:	287	1501-08 0055-06	Administrative Technician I Clerk III
Present: Recommended:	288	1501-08 0055-06	Administrative Technician I Clerk III
Present: Recommended:	297	1502-11 1081-11	Administrative Technician II Accounts Examiner I
Present: Recommended:	298	1502-11 1081-11	Administrative Technician II Accounts Examiner I
Present: Recommended:	310	1506-17 2811-17	Executive Assistant I Risk Management Specialist II
Present: Recommended:	311	1552-19 1565-19	Staff Services Officer III Program Administrator III
Present: Recommended:	312	1552-19 1565-19	Staff Services Officer III Program Administrator III
Present: Recommended:	327	3212-16 1087-17	Unemployment Tax Specialist II Supervising Accounts Examiner

Detailed Issues and Recommendations

Section 1:

Inappropriately Classified Positions

In reviewing the sample of 329 full-time classified employees at the Texas Employment Commission, 46 positions were found to be inappropriately classified (a detailed listing with explanations of the 46 inappropriately classified, along with management's response to the recommendations positions can be found in Appendix 2). In analyzing these improper classifications, we looked at the number of misclassified positions as they related to two areas: the number of misclassifications by unit and the number of misclassifications by class or class series. In reviewing the number of misclassifications by unit, the following trends emerged:

- The Information Resources Planning and Procurement Unit had the highest percentage of misclassified positions; three out of ten, or 30 percent, of its positions were inappropriately classified.
- The second highest incidence of misclassifications was found in the Controller Unit. Eight out of 40, or 20 percent, of the Controller's positions were inappropriately classified.
- Third and fourth in the number of incidents of misclassified positions were the Data Processing and Applications Development and Maintenance Units, respectively. Twenty-five out of 140, or 17.9 percent, of Data Processing's positions were found to be inappropriately classified. Likewise, eight out of 77, or 10.4 percent of the Applications Development and Maintenance's positions were inappropriately classified.
- Finally, two units fared well in their compliance with the Act. None of the Executive/ Finance and Information Systems Unit's three positions were found to be inappropriately classified. In addition, only two of the Fiscal Unit's 59 positions, or 3.4 percent of those positions reviewed, were found to be misclassified.

In addition to the trends that emerged relating to the Division's various units, several class series were found to have higher-than-average incidences of misclassifications. The major trends which emerged include the following:

- Sixteen of the 37 positions, or 43.2 percent, within the Systems Analyst class series reviewed, were found to be inappropriately classified; over half of those were found to be more appropriately classified within the Director of Programs/Program Administrator class series. In addition, just over one-third of the misclassified positions would be more appropriately classified within the Systems Programmer class series, with the remaining misclassifications actually belonging to the Programmer Analyst Series.

- Forty percent of the 15 ADP Supervisor class series positions reviewed were found to be inappropriately classified. Of those, all but one should be classified within the Data Entry Supervisor class series since they are responsible for supervising Data Entry Operators, rather than ADP Equipment Operators.
- Four, or 18.2 percent, of the 22 Administrative Technician positions reviewed were found to be inappropriately classified. Of those improperly classified, the appropriate classifications were evenly divided between the Clerk and Accounts Examiner class series.

We believe each of the trends listed provide insight into the current classification practices of the Division. We also believe that the information provided can function as a valuable tool for the Commission in pinpointing problem areas as they relate to the agency as a whole, as well as the individual division reviewed, and strengthening the Commission's classification system and controls to correct these problem areas. Further internal analysis will aid the Commission in obtaining compliance with the Act.

Section 2:

Inappropriate Reporting Relationships

During the course of our review, we observed situations in which employees were being supervised by someone in the same or a lower salary group. We do not feel these are appropriate reporting relationships. Supervisory duties indicate a higher level of responsibility, and this should be reflected in the level of compensation (i.e., salary group level). In the following instances, the reporting relationships should be changed to reflect this philosophy.

- Position Number 150, classified as a Programmer Analyst II (0252-20), is supervised by a Systems Analyst III (0264-20).

Management's Response: The supervising position will be promoted to a Systems Analyst IV (0266-21).

- Position Number 151, classified as a Programmer Analyst II (0252-20), is supervised by a Systems Analyst III (0264-20).

Management's Response: The supervising position will be promoted to a Systems Analyst IV (0266-21).

- Position Number 152, classified as a Programmer Analyst II (0252-20), is supervised by a Systems Analyst III (0264-20).

Management's Response: The supervising position will be promoted to a Systems Analyst IV (0266-21).

- Position Number 154, classified as a Programmer Analyst II (0252-20), is supervised by a Systems Analyst III (0264-20).

Management's Response: The supervising position will be promoted to a Systems Analyst IV (0266-21).

- Position Number 155, classified as a Programmer Analyst II (0252-20), is supervised by a Systems Analyst III (0264-20).

Management's Response: The supervising position will be promoted to a Systems Analyst IV (0266-21).

- Position Number 176, classified as a Systems Analyst II (0262-18), is supervised by another Systems Analyst II (0262-18).

Management's Response: Position Number 176 will be classified as a Systems Programmer I (0268-18) and the supervising position will be classified as a Director of Programs I (1557-20).

- Position Number 177, classified as a Systems Analyst II (0262-18), is supervised by another Systems Analyst II (0262-18).

Management's Response: Position Number 176 will be classified as a Systems Programmer I (0268-18) and the supervising position will be classified as a Director of Programs I (1557-20).

- Position Number 211, classified as a Systems Analyst II (0262-18), is supervised by another Systems Analyst II (0262-18).

Management's Response: Position Number 211 will be classified as a Program Administrator II (1564-18) and the supervising position will be classified as a Planner II (0517-19).

- Position Number 183, classified as a Systems Analyst III (0264-20), is supervised by a Director of Programs I (1557-20).

Management's Response: Position Number 183 will be classified as a Director of Programs I (1557-20) and the supervising position will be promoted to a Systems Analyst IV (0266-21).

- Position Number 185, classified as a Systems Analyst III (0264-20), is supervised by a Director of Programs I (1557-20).

Management's Response: Position Number 185 will be classified as a Director of Programs I (1557-20) and the supervising position will be classified as a Director of Programs II (1559-21).

- Position Number 178, classified as a Systems Analyst II (0262-18), is supervised by an ADP Supervisor IV (0234-18).
- Position Number 179, classified as a Systems Analyst II (0262-18), is supervised by an ADP Supervisor IV (0234-18).
- Position Number 191, classified as a Systems Analyst IV (0266-21), is supervised by a Director of Programs I (1557-20).

- Position Number 192, classified as a Systems Analyst IV (0266-21), is supervised by a Director of Programs I (1557-20).
- Position Number 195, classified as a Systems Analyst IV (0266-21), is supervised by a Programmer Analyst I (0251-18).
- Position Number 331, classified as a Systems Programmer II (0269-20), is supervised by a Systems Analyst III (0264-20).

State Classification Office Response: For those positions not specifying corrective action (Position Numbers 178, 179, 191, 192, 195, and 331), management should take the appropriate steps to ensure that proper reporting relationships are established and maintained.

Section 3:

Management Control Recommendations

We found several cases of misclassifications at the Commission (14 percent of the positions reviewed). We feel the Commission's management control systems for compensation and salary administration can be strengthened. The Commission should strengthen its job analysis process which reviews and verifies the duties and responsibilities of positions. The proper classification of positions should be determined based on the duties performed.

After a review of the duties and responsibilities of a position and comparison with state job descriptions, managers should be required to request a specific classification that is appropriate for the duties performed by the position. The Human Resources Department (Classification) should then serve as an internal control to review management's request and ensure proper classification based on the job class requested and the job duties proposed. It should also review the position for internal consistency within the division requesting the class change (or new hire class) and positions within other divisions of the Commission which are performing similar work.

Objective, Scope, and Methodology

The Texas Employment Commission was selected for review in order to monitor its compliance with the Position Classification Act. The sample chosen consisted of the Commission's full-time classified positions within the Finance/Information Systems Division.

In determining whether a sample of 329 full-time classified positions was appropriately classified, we reviewed the following:

- state job descriptions
- position questionnaires completed by incumbents
- organizational reporting relationships
- internal salary relationships

In addition, we interviewed five incumbents.

This review was conducted in accordance with the Position Classification Act, Texas Government Code, Chapter 654.

Detailed Class Recommendations

Position Number 8 is Inappropriately Classified

Position Number 8, currently classified as a Clerical Supervisor III (0065-09), should be classified as a Clerk III (0055-06). This position is responsible for retrieving and unpacking hampers of tapes and diskettes, labeling tapes and diskettes, verifying addresses, filing and purging files, taking labels off of and erasing old diskettes, and cleaning boxes. These duties are clerical in function, and the employee has no supervisory responsibilities. Thus, we feel the Clerk III class is more appropriate.

Management's Response: Do not concur with the recommendation. This employee is currently on temporary assignment pending the outcome of a grievance which has gone to litigation. She will be reassigned and reclassified as soon as the grievance is resolved. Measures will be taken to ensure that the employee is properly classified in new position.

Position Number 40 is Inappropriately Classified

Position Number 40, ADP Equipment Operator II (0223-09), should be classified as a Magnetic Tape Librarian (0247-08). The majority of the incumbent's time is spent pulling and boxing tapes for transport to the State Library; refiling tapes returned from the State Library; tracking and maintaining logs of tapes; and inventorying, cleaning, repairing, and replacing tapes. We feel these duties are more indicative of the Magnetic Tape Librarian class, and the employee should be classified as such.

Management's Response: Do not concur with the recommendation. This position is being restructured to include more ADP Equipment Operator duties. A new job description is attached.

State Classification Office Response: Based on further information provided by the Texas Employment Commission, the State Classification Office does not concur with the Texas Employment Commission's recommendation to leave the incumbent in the ADP Equipment Operator II class. While this position has been restructured to include more ADP Equipment Operator duties, these new duties only constitute 25 percent of the employee's time. Since the other 75 percent of the incumbent's time is spent performing Magnetic Tape Librarian functions, the employee should be classified as such, effective by September 1, 1995.

Position Numbers 68 and 69 are Inappropriately Classified

We believe Position Numbers 68 and 69, ADP Supervisor I's (0231-12), should be classified within the Data Entry Supervisor class series [Data Entry Supervisor I (0211-09), Data Entry Supervisor II (0213-11), and Data Entry Supervisor III (0215-13)]. These employees are responsible for supervising and training Data Entry Operators, regulating the flow of work between units, completing statistical reports, prioritizing and organizing update batches, keying and verifying data, and maintaining operating procedures. The Data Entry Supervisor class series more accurately describes the functions of these positions.

Management's Response: Concur with the recommendation. Position classification will be changed to Data Entry Supervisor III and incumbent will be reclassified September 1, 1995.

Position Number 70 is Inappropriately Classified

Position Number 70, currently classified as an ADP Supervisor I (0231-12), should be classified within the Data Entry Supervisor class series [Data Entry Supervisor I (0211-09), Data Entry Supervisor II (0213-11), and Data Entry Supervisor III (0215-13)]. The responsibilities of this position include supervising and training Data Entry Operators, keying and verifying data, maintaining records of batches keyed and verified, and assigning and monitoring work flow. We believe the Data Entry Supervisor class series more appropriately describes these functions.

Management's Response: Concur with the recommendation. Position classification will be changed to Data Entry Supervisor II and the incumbent will be reclassified September 1, 1995.

Position Number 71 is Inappropriately Classified

We believe Position Number 71, ADP Supervisor II (0232-14), would be more appropriately classified within the Data Entry Supervisor class series [Data Entry Supervisor I (0211-09), Data Entry Supervisor II (0213-11), and Data Entry Supervisor III (0215-13)]. This employee supervises and monitors the work of Data Entry Operators, maintains records of employee leave and performance, ensures staff receives appropriate training, prepares work for processing, and coordinates unit activities. Thus, this employee should be classified within the Data Entry Supervisor class series.

Management's Response: Do not concur with the recommendation. Anticipated staff reorganization and reassignments will support the ADP Supervisor classification series. Additional information will be sent to the State Auditor's Office regarding these matters as soon as it is available.

State Classification Office Response: Based on further information provided by the Texas Employment Commission, the State Classification Office does not concur with the Texas Employment Commission's recommendation to leave the incumbent in the ADP Supervisor class series. No reorganizations or changes to the incumbent's duties and responsibilities were made to support classifying the employee within the ADP Supervisor class series; since the employee is still responsible for supervising Data Entry Operators, rather than ADP Equipment Operators, the employee should be classified within the Data Entry Supervisor class series, effective by September 1, 1995.

Position Number 72 is Inappropriately Classified

Position Number 72, ADP Supervisor III (0233-16), should be classified within the Data Entry Supervisor class series [Data Entry Supervisor I (0211-09), Data Entry Supervisor II (0213-11), and Data Entry Supervisor III (0215-13)]. This position does not supervise ADP Equipment Operators, but is responsible for supervising the work of Data Entry Operators, maintaining records of employee performance,

ensuring staff receives appropriate training, preparing work for processing, and coordinating unit activities. The Data Entry Supervisor class series accurately describes this position.

Management's Response: Do not concur with the recommendation. Anticipated staff reorganization and reassignments will support the ADP Supervisor classification series. Additional information will be sent to the State Auditor's Office regarding these matters as soon as it is available.

State Classification Office Response: Based on further information provided by the Texas Employment Commission, the State Classification Office does not concur with the Texas Employment Commission's recommendation to leave the incumbent in the ADP Supervisor class series. No reorganizations or changes to the incumbent's duties and responsibilities were made to support classifying the employee within the ADP Supervisor class series; since the employee is still responsible for supervising Data Entry Operators, rather than ADP Equipment Operators, the employee should be classified within the Data Entry Supervisor class series, effective by September 1, 1995.

Position Number 76 is Inappropriately Classified

We believe Position Number 76, currently classified as an ADP Supervisor III (0233-16), should be classified as an Administrative Technician IV (1504-15). This employee does not supervise ADP Equipment Operators, but is responsible for supervising and coordinating the work of several Data Entry Operators, as well as a supervisor of Data Entry Operators. This employee provides training; monitors work flow; keys and verifies quarterly data; maintains a log of work completed; and establishes rules, policies, and procedures. Thus, we believe the Administrative Technician IV class is appropriate.

Management's Response: Do not concur with the recommendation. Anticipated staff reorganization and reassignments will support the ADP Supervisor classification series. Additional information will be sent to the State Auditor's Office regarding these matters as soon as it is available.

State Classification Office Response: Based on further information provided by the Texas Employment Commission, the State Classification Office does not concur with the Texas Employment Commission's recommendation to leave the incumbent in the ADP Supervisor class series. No reorganizations or changes to the incumbent's duties and responsibilities were made to support classifying the employee within the ADP Supervisor class series. Since the employee is still responsible for overseeing and administering the work of the Data Entry Operators and a Data Entry Supervisor, rather than for the supervising of ADP Equipment Operators, the employee should be classified as an Administrative Technician IV, effective by September 1, 1995.

Position Number 83 is Inappropriately Classified

Position Number 83, ADP Programmer Apprentice (0239-12), would be more appropriately classified as a Systems Programmer I (0268-18). The ADP Programmer Apprentice class is used for those positions performing entry-level computer coding, testing, and debugging functions. While this incumbent is

performing entry-level work, the responsibilities of the position include providing hardware, software, and communications assistance to clients; documenting actions taken and results achieved; assisting with the design and implementation of computer hardware and software installations and configuration changes; and reviewing and evaluating new computer technology. The Systems Programmer I class best describes these duties.

Management's Response: Do not concur with the recommendation. While the duties of this position are more in line with the Systems Programmer I classification, this incumbent is being trained and is not functioning on the same level as the other employees in this unit who are classified as Systems Programmer I. The ADP Programmer Apprentice classification is being used as a training classification since there is not an appropriate training classification for this series.

State Classification Office Response: The Systems Programmer class series was designed to accommodate all employees performing Systems Programmer functions. Each class within the series has been positioned in the appropriate salary group according to both internal and external market factors, with the Systems Programmer I class being indicative of an entry-level employee. Since this incumbent is actually performing Systems Programmer, rather than ADP Programmer work, we believe the Systems Programmer I class is appropriate, and the employee should be classified accordingly, effective by September 1, 1995.

Position Number 97 is Inappropriately Classified

We believe Position Number 97, currently classified as an ADP Programmer I (0240-14), would be more appropriately classified as a Systems Support Specialist III (0259-14). This incumbent spends the majority of time installing hardware and processing the paperwork associated with it. Other duties include monitoring the Local Area Network, evaluating and implementing new technology, and responding to user requests. Thus, we believe this incumbent should be classified as a Systems Support Specialist III.

Management's Response: Concur with the recommendation. The duties of this position are more in line with the Systems Support Specialist III classification. A position classification change will be made and the incumbent will receive a lateral class change on August 1, 1995.

Position Number 99 is Inappropriately Classified

Position Number 99, ADP Programmer I (0240-14), should be classified as a Systems Programmer I (0268-18). This incumbent is responsible for supporting application development software, installing and testing new software, and troubleshooting and resolving software problems. These duties, we believe, are more indicative of the Systems Programmer I class, and this employee should be classified accordingly.

Management's Response: Do not concur with the recommendation. While the duties of this position are more in line with the Systems Programmer I classification, the incumbent is still being trained and is not functioning on the same level as the other employees performing those duties. The ADP Programmer I classification is being

used in a training series and the employee will eventually be promoted to the Systems Programmer I classification.

State Classification Office Response: The Systems Programmer class series was designed to accommodate all employees performing Systems Programmer functions. Each class within the series has been positioned in the appropriate salary group according to both internal and external market factors, with the Systems Programmer I class being indicative of an entry-level employee. Since this incumbent is actually performing Systems Programmer, rather than ADP Programmer work, we believe the Systems Programmer I class is appropriate, and the employee should be classified accordingly, effective by September 1, 1995.

Position Number 107 is Inappropriately Classified

Position Number 107, currently classified as an ADP Programmer II (0241-16), would be more appropriately classified as a Systems Programmer I (0268-18). This employee supports system software through the diagnosis and resolution of problems and the installation of system software and user tools. The Systems Programmer I class best reflects these functions and should be used to classify this position.

Management's Response: Do not concur with the recommendation. While the duties of this position are more in line with the Systems Programmer I classification, the incumbent is still being trained and is not functioning on the same level as the other employees performing those duties. The ADP Programmer II classification is being used in a training series and the employee will eventually be promoted to the Systems Programmer I classification.

State Classification Office Response: The Systems Programmer class series was designed to accommodate all employees performing Systems Programmer functions. Each class within the series has been positioned in the appropriate salary group according to both internal and external market factors, with the Systems Programmer I class being indicative of an entry-level employee. Since this incumbent is actually performing Systems Programmer, rather than ADP Programmer work, we believe the Systems Programmer I class is appropriate, and the employee should be classified accordingly, effective by September 1, 1995.

Position Number 121 is Inappropriately Classified

We believe Position Number 121, currently classified as an ADP Record Control Clerk III (0246-09), would be more appropriately classified within the Administrative Technician class series [Administrative Technician I (1501-08), Administrative Technician II (1502-11), Administrative Technician III (1503-13), and Administrative Technician IV (1504-15)]. The ADP Record Control Clerk class series is used for those positions which are responsible for checking input to and output from ADP equipment for correctness and accuracy. This incumbent is responsible for setting up new accounts within the Controller's Unit and checking and applying labels to documents and routing them to the appropriate destination. We believe the Administrative Technician class series more appropriately describes these functions.

Management's Response: Concur with this recommendation. Position classification will be changed to Administrative Technician II and the incumbent will be reclassified on September 1.

Position Number 122 is Inappropriately Classified

Position Number 122, currently classified as a Programmer Analyst I (0251-18), would be more appropriately classified as a Systems Analyst II (0262-18). This employee is responsible for projects resulting in the output of user documentation, providing user documentation for various Commission departments, and participating in planning how Applications Development and Maintenance staff will progress toward a better understanding of the work they perform and how to describe it for estimating new projects and tracking current work efforts. The Programmer Analyst class series, on the other hand, is used for those positions which are responsible for writing, testing, and debugging computer programs. Thus, we believe the Systems Analyst II class best describes this position.

Management's Response: Concur with this recommendation. The duties of this position appear to be more suited to the Systems Analyst II classification. The position classification will be changed and the incumbent will receive a lateral class change effective August 1, 1995.

Position Number 128 is Inappropriately Classified

We believe Position Number 128, Programmer Analyst I (0251-18), should be classified as a Systems Analyst II (0262-18). This employee does not perform any programming work, but rather spends all of the time performing computer analysis and design work. Thus, the Systems Analyst II class should be used.

Management's Response: Concur with this recommendation. The Systems Analyst II classification is a better classification for this position. The position classification will be changed and the incumbent will receive a lateral class change effective August 1, 1995.

Position Number 129 is Inappropriately Classified

Position Number 129, Programmer Analyst I (0251-18), should be classified as a Data Base Administrator II (0278-18). This position is responsible for data base administration. Specific duties include creating tables, views, and other data base objects; analyzing plans; evaluating new data base software; performing data modeling; and assisting in resolving data base errors and problems. We believe the Data Base Administrator II class best describes these functions.

Management's Response: Concur with the recommendation. The Data Base Administrator II classification more adequately describes the duties of this position. The position classification will be changed and the incumbent will receive a lateral class change on August 1, 1995.

Position Number 130 is Inappropriately Classified

Position Number 130, currently classified as a Programmer Analyst I (0251-18), would be more appropriately classified as a Systems Analyst II (0262-18). The Programmer Analyst series is used to describe those positions which are responsible for analyzing, writing, testing, and debugging computer programs. This employee does not perform programming work, but rather analyzes and designs new procedures to meet data base system requirements. Thus, we feel the Systems Analyst II class should be used.

Management's Response: Concur with the recommendation. The Systems Analyst II classification is more appropriate. The position classification will be changed and the incumbent will receive a lateral class change on August 1, 1995.

Position Number 168 is Inappropriately Classified

Position Number 168, Systems Analyst I (0260-16), should be classified as an ADP Programmer II (0241-16). This incumbent is not responsible for analyzing and revising administrative practices within the Commission, as is indicative of the Systems Analyst class series, but rather, is responsible for maintaining, enhancing, and developing batch and on-line payroll, personnel, and other administrative computer applications. The ADP Programmer II class more accurately describes the duties being performed.

Management's Response: Please be advised that the individual encumbering the subject position will be promoted to the classification Programmer Analyst I effective August 1, 1995.

State Classification Office Response: Based on further information provided by the Texas Employment Commission, the State Classification Office concurs with the Texas Employment Commission that the Programmer Analyst I (0251-18) class appropriately describes the duties being performed by the employee.

Position Number 174 is Inappropriately Classified

Position Number 174, Systems Analyst II (0262-18), should be classified as a Systems Programmer I (0268-18). The duties of this position include monitoring telecommunications and Local Area Networks, troubleshooting problems, installing and configuring computer hardware and equipment, and assisting in installations and configurations. This position is more accurately described by the Systems Programmer I class.

Management's Response: Concur with the recommendation. The Systems Programmer I classification more adequately describes the duties of this position. The position classification will be changed and the incumbent will receive a lateral class change effective August 1, 1995.

Position Number 175 is Inappropriately Classified

Position Number 175, currently classified as a Systems Analyst II (0262-18), would be more appropriately classified as a Program Administrator III (1565-19). This

incumbent supervises employees performing Systems Programmer work in the Commission's Workstation Support Unit. The specific duties of the position include managing projects and staff assignments; reporting to management on projects, problems, and staff performance; providing technical assistance to staff and clients; and monitoring staff performance. To better reflect the program administration duties being performed and correct an internal reporting relationship problem, this employee should be classified as a Program Administrator III.

Management's Response: Concur with the recommendation. The majority of the duties of this position appear to be managerial and supervisory in nature. The incumbent was promoted to a Systems Analyst II; therefore, a change in the auditor's recommendation was necessary. After a discussion with the auditor, the Director of Programs I classification was determined to be the most appropriate. The incumbent will receive a lateral class change on August 1, 1995.

State Classification Office Response: The State Classification Office believes that agencies are in the best position to determine the appropriate level for a position within the appropriate class series. Thus, we concur that the Director of Programs I class is appropriate.

Position Numbers 176 and 177 are Inappropriately Classified

We believe Position Numbers 176 and 177, Systems Analyst II's (0262-18), would be more appropriately classified as Systems Programmer I's (0268-18). These positions are responsible for providing system support, which includes designing and implementing hardware and software installations and configuration changes, identifying and resolving problems, and reporting issues and results to the appropriate staff; providing client support, which includes assisting users with hardware and software problems, hardware and software installations, and problem resolutions; and reviewing and evaluating new and/or updated software and hardware. These functions are more accurately described by the Systems Programmer I class.

Management's Response: Concur with the recommendation. The Systems Programmer I classification is a better match for this position. The position classification will be changed and the incumbent will receive a lateral class change on August 1, 1995.

Position Number 180 is Inappropriately Classified

We believe Position Number 180, Systems Analyst II (0262-18), should be classified as a Systems Programmer I (0268-18). This employee spends the majority of time supporting system software through the diagnosis of problems and implementation of changes for problem resolution and software maintenance. The incumbent also specifies computer hardware and software requirements; assembles, installs, configures, and tests products to ensure conformity to specifications; evaluates computer operations and makes recommendations for improvement; takes action on user support requests; and implements configuration changes as directed. The Systems Programmer I class accurately describes these functions.

Management's Response: Concur with the recommendation. The Systems Programmer I classification is a better match for this position. The position classification will be changed and the incumbent will receive a lateral class change effective August 1, 1995.

Position Number 183 is Inappropriately Classified

Position Number 183, currently classified as a Systems Analyst III (0264-20), should be classified within the Director of ADP class series [Director of ADP I (0274-19) and Director of ADP II (0275-21)]. This incumbent is responsible for managing the Commission's Data Entry section. Specific duties include managing section supervisors, providing management reports, preparing memos, determining staffing requirements, supervising the planning and coordination of the operational functions of the unit, and ensuring staff members receive the appropriate training. We believe this employee should be classified within the Director of ADP class series, which better reflects the actual duties being performed.

Management's Response: Do not concur with the recommendation. The recommended Director of ADP classification does not appear appropriate for this position. This position is not responsible for supervising the planning, scheduling, and reviewing of ADP activities, including systems analysis, programming, and computer operations or assuming the responsibility for most major personnel, administrative and organizational problems connected with the division. This position is responsible for the management of a section in the DP department. Duties include coordinating staff training, supporting and counseling subordinate supervisors, evaluating performance, and monitoring production to determine staffing requirements.

To maintain consistency within the supervisory/managerial level of the department, a reclassification to Director of Programs I appears more appropriate. The incumbent will receive a lateral class change effective August 1, 1995.

State Classification Office Response: Based on further information provided by the Texas Employment Commission, the State Classification Office concurs with the Texas Employment Commission that the Director of Programs I (1557-20) class is more appropriate for the duties being performed by this position.

Position Number 184 is Inappropriately Classified

Position Number 184, Systems Analyst III (0264-20), should be classified as a Director of Programs I (1557-20). The employee in this position supervises the Commission's communications staff, oversees the agency's voice and data network operations, and works on special projects as assigned. Since this incumbent is responsible for managing a specific program area, we believe the Director of Programs I class appropriately describes this position.

Management's Response: Concur with the recommendation. The Director of Programs I classification is more appropriate than the Systems Analyst III classification currently being used for this position. The position is being changed on the organizational chart and the incumbent will be reclassified as soon as he meets the minimum qualifications.

State Classification Office Response: Regardless of whether or not an employee has met an agency's internal minimum qualifications for a position, he or she should be classified according to the duties and responsibilities actually being performed. Since this employee is currently performing Director of Programs I work, he should be classified accordingly by September 1, 1995.

Position Number 185 is Inappropriately Classified

We believe Position Number 185, currently classified as a Systems Analyst III (0264-20), would be more appropriately classified within the Director of ADP class series [Director of ADP I (0274-19) and Director of ADP II (0275-21)]. This position is responsible for managing the printing, mail operations, and output control functions within the Data Processing unit of the Commission. We believe the occupationally-specific Director of ADP class series accurately describes these functions and should be used to classify this position.

Management's Response: Do not concur with the recommendation. The Director of ADP classification does not appear appropriate for this position. This position is not responsible for supervising the planning, scheduling, and reviewing of ADP activities, including systems analysis, programming, and computer operations or assuming the responsibility for most major personnel, administrative and organizational problems connected with the division. The duties of this position include managing agency operations in the areas of electronic printing and mail services; coordinating activities with subordinate supervisors and other agency employees; coordinating changes in operations with subordinate supervisors; and monitoring and evaluating hardware performance.

To maintain consistency with the supervisor/managerial level of the department, a reclassification to Director of Programs I appears more appropriate. The position classification will be changed and the incumbent will receive a lateral class change effective August 1, 1995.

State Classification Office Response: Based on further information provided by the Texas Employment Commission, the State Classification Office concurs with the Texas Employment Commission that the Director of Programs I (1557-20) class is more appropriate for the duties being performed by this position.

Position Number 190 is Inappropriately Classified

Position Number 190, currently classified as a Systems Analyst IV (0266-21), should be classified as a Director of Programs II (1559-21). This employee functions as the Manager of Client Support, managing projects, coordinating hardware and software maintenance, carrying out administrative assignments from the Director of Data Processing, and monitoring employee performance. The Director of Programs II class more appropriately describes these managerial functions and should be used accordingly.

Management's Response: Concur with the recommendation. The Director of Programs II classification is better than the Systems Analyst IV classification currently being used for this position. The position classification will be changed and the incumbent will receive a lateral class change effective August 1, 1995.

Position Number 191 is Inappropriately Classified

We believe Position Number 191, Systems Analyst IV (0266-21), would be more appropriately classified as a Systems Programmer III (0270-21). This position is responsible for the installation and maintenance of mainframe software, system performance tuning, space management, and the supervision of other Systems Programmers. These duties are best described by the Systems Programmer III class, and the agency should classify this position accordingly.

Management's Response: Concur with the recommendation. The Systems Programmer III appears appropriate. The position classification will be changed and the incumbent will receive a lateral class change on August 1, 1995.

Position Number 192 is Inappropriately Classified

We believe Position Number 192, Systems Analyst IV (0266-21), should be classified as a Director of Programs II (1559-21). This employee functions as the Development Support Manager, managing a staff of computer professionals, providing technical information, and researching methods and tools for improvement. Since the main function of this position is not the analysis and revision of administrative practices within the Commission, but rather, the management of a functional area, the Director of Programs II class should be used.

Management's Response: Concur with the recommendation. The Director of Programs II is appropriate and the position classification will be changed. The incumbent will receive a lateral class change on August 1, 1995.

Position Number 193 is Inappropriately Classified

Position Number 193, Systems Analyst IV (0266-21), would be more appropriately classified as a Director of Programs II (1559-21). This employee functions as the Applications Support Manager, making assignments and tracking their progress, taking corrective action as required, coordinating operational and training plans, establishing performance standards and evaluating performance, assisting the staff in setting and meeting objectives, and acquiring software to support the section's mission. These duties are best described by the Director of Programs II class.

Management's Response: Concur with the recommendation. The Director of Programs II is appropriate and the position classification will be changed. The incumbent will receive a lateral class change on August 1, 1995.

Position Number 194 is Inappropriately Classified

Position Number 194, currently classified as a Systems Analyst IV (0266-21), should be classified as a Programmer Analyst III (0253-21). This incumbent is responsible for managing a group of programmers. Specific duties performed include supervising the work of Programmer Analysts; working on special projects; training, reviewing projects, and writing project status reports; and meeting with users to review work requests and prioritize projects. Since this employee is supervising other Programmer Analysts and performing work within the program analysis area, we believe the Programmer Analyst III class is appropriate.

Management's Response: Do not concur with this recommendation. To maintain consistency with the supervisory/managerial level of the department, a reclassification to Director of Programs II is better. The position classification will be changed and the incumbent will receive a lateral class change effective August 1, 1995.

State Classification Office Response: Based on further information provided by the Texas Employment Commission, the State Classification Office concurs with the Texas Employment Commission that the Director of Programs II (1559-21) class is more appropriate for the duties being performed by this position.

Position Number 195 is Inappropriately Classified

We believe Position Number 195, Systems Analyst IV (0266-21), would be more appropriately classified as a Programmer Analyst III (0253-21). This employee spends the majority of time obtaining user requirements to enhance systems, designing and implementing revised or new methods, and coding and testing system enhancements. This employee also performs system maintenance work to resolve problems with current code, analyzes system problems, determines operational technical and support requirements for the installation and operation of data processing equipment and systems, trains other programmers, and assists them in resolving problems. Thus, the Programmer Analyst III class should be used.

Management's Response: Concur with this recommendation. The Programmer Analyst III classification is a better match than the one currently being used for this position. The position classification will be changed and the incumbent will receive a lateral class change on August 1, 1995.

Position Number 204 is Inappropriately Classified

Position Number 204, currently classified as a Telecommunications Specialist III (0283-16), would be more appropriately classified as a Network Manager I (0287-16). This employee spends the majority of time monitoring the agency's Local Area Network (LAN) and Wide Area Network (WAN), making repairs or scheduling service as needed, and installing LAN and WAN equipment. We believe that occupationally-specific classes should be used whenever appropriate, and as such, the position should be classified as a Network Manager I.

Management's Response: Concur with this recommendation. The Network Manager I classification does appear to be more appropriate for the current duties of this position. The position classification will be changed and the incumbent will receive a lateral class change on August 1, 1995.

Position Number 209 is Inappropriately Classified

We believe Position Number 209, Planner II (0517-19), should be classified as a Program Administrator III (1565-19). This employee directs and coordinates the Commission's Information Resources Security Program, spending the majority of time creating and defining users and access groups, assisting developers and users with security issues and concerns, preparing and maintaining the Automation Division's Contingency Plan, and supervising staff. Because these duties revolve

around the administration of a program, we believe the Program Administrator III class should be used.

Management's Response: Concur with this recommendation. The Program Administrator III classification does appear appropriate for this position. This position will be reclassified and the incumbent will receive a lateral class change effective August 1, 1995.

Position Number 211 is Inappropriately Classified

We believe Position Number 211, Systems Analyst II (0262-18), should be classified as a Program Administrator II (1564-18). This employee is responsible for coordinating the creation, organization, development, and updating of procedures for the agency's Security and Risk Management Manual, the agency Legislative Appropriations Request, and the Strategic Plan for Information Resources, as well as assisting in the coordination, analysis, data compilation, and preparation of grant proposals and other procurement documents for the acquisition of Commission automation information resources. We believe the Program Administrator II class more appropriately describes this position.

Management's Response: Concur with this recommendation. The position classification will be changed to Program Administrator II and the incumbent will receive a lateral class change effective August 1, 1995.

Position Number 219 is Inappropriately Classified

We believe Position Number 219, Accounting Clerk II (1002-06), would be more appropriately classified as an Administrative Technician I (1501-08). The Accounting Clerk series is used for those positions which perform functions such as preparing, typing, and posting accounting transactions to journals or ledgers; preparing, typing, and mailing requisitions; preparing and typing balance, summary, or related reports; maintaining voucher registers; proofing and reconciling cash receipts; and performing data entry into automated accounting systems. This employee is instead responsible for assigning account numbers to records, conducting Employer Master File (EMF) searches to verify tax documents, printing and affixing labels to processed documents, reviewing tax documents and quarterly reports, and sorting and distributing documents as appropriate. We believe the Administrative Technician I class best describes these duties.

Management's Response: Concur with this recommendation. While the recommended Administrative Technician I classification does not describe all of the duties of this position, it is better than the Accounting Clerk II classification currently being used. Reclassification from Accounting Clerk II to Administrative Technician I is recommended. The incumbent is currently on probationary status until September 6, 1995 and will be reclassified on October 1, 1995.

Position Number 233 is Inappropriately Classified

Position Number 233, currently classified as an Accounts Examiner I (1081-11), would be more appropriately classified as an ADP Record Control Clerk III (0246-09). The Accounts Examiner class series is used for those positions which are

responsible for auditing, investigating, and analyzing business and institutional reports, records, and practices and collecting taxes, fees, or penalties. This employee is responsible for logging in production totals for batches, correcting forms on a Computer Response Terminal (CRT), proofing and balancing scanable and non-scanable batches, and distributing and proofing the work of other employees. The ADP Record Control Clerk III class, which is responsible for performing duties such as checking source and output documents for correctness and maintaining records on work flow, more accurately describes this position.

Management's Response: Do not concur with the recommendation. The position will be restructured to include more administrative and technical duties and the Administrative Technician II classification will be used. The incumbent will receive a lateral class change effective August 1, 1995. A new job description will be furnished for review by July 14, 1995.

State Classification Office Response: Based on further information provided by the Texas Employment Commission, the State Classification Office concurs with the Texas Employment Commission that the Administrative Technician II (1502-11) class is more appropriate for the duties being performed by this position.

Position Number 238 is Inappropriately Classified

We believe Position Number 238, Accounts Examiner III (1083-15), should be classified as an Administrative Technician IV (1504-15). This employee is responsible for establishing Unit policies, procedures, and job duties; supervising and distributing the work load of staff; assigning account numbers to quarterly reports and other tax mail; conducting alpha and numeric searches on the Employer Master File (EMF) to identify questionable documents; printing and affixing account number labels on reports and mail; and analyzing data on the EMF to determine the proper disposition of tax accounting documents. Since this employee is not responsible for auditing, investigating, and analyzing business and institutional reports, records, and practices and collecting taxes, fees, or penalties (indicative of the Accounts Examiner class series), we believe the Administrative Technician IV class is more appropriate.

Management's Response: Concur with the recommendation. The Administrative Technician IV classification does appear to be a better match than the Accounts Examiner classification currently being used. The position classification will be changed and the incumbent will receive a lateral class change effective August 1, 1995.

Position Numbers 287 and 288 are Inappropriately Classified

Position Numbers 287 and 288, currently classified as Administrative Technician I's (1501-08), should be classified as Clerk III's (0055-06). These positions are responsible for picking up, delivering, and sorting mail. These duties are clerical, rather than technical, in nature. As such, the incumbents should be classified as Clerk III's.

Management's Response: Do not concur with the recommendation. The position is being restructured to include more administrative and technical duties. A new job description will be furnished for review by July 14, 1995.

State Classification Office Response: While additional information on the position was provided by the Texas Employment Commission, it did not indicate a change in duties and responsibilities to incorporate more technical and administrative functions. Thus, unless and until the duties of the position are changed, the employee should be classified as a Clerk III, effective by September 1, 1995.

Position Numbers 297 and 298 are Inappropriately Classified

Position Numbers 297 and 298, currently classified as Administrative Technician II's (1502-11), would be more appropriately classified as Accounts Examiner I's (1081-11). These employees spend the majority of time auditing exception reports and other related tax documents submitted by employers; auditing and directing incoming mail for appropriate processing; auditing, analyzing, and processing field transmittals, employer quarterly reports, and remittances; analyzing and preparing tax accounting documents for identification; and auditing and processing adjustment reports submitted by employers to increase or decrease total and/or taxable wages. These duties are representative of the Accounts Examiner I class, and the positions should be classified accordingly.

Management's Response: *Concur with this recommendation. The change from Administrative Technician II to Accounts Examiner I is appropriate. The position classification is being changed and the incumbent will receive a lateral class change on August 1, 1995.*

Position Number 310 is Inappropriately Classified

We believe Position Number 310, currently classified as an Executive Assistant I (1506-17), would be more appropriately classified as a Risk Management Specialist II (2811-17). This employee functions as the Commission's Risk Management Coordinator and Emergency Management Coordinator. This incumbent also functions as backup to the Commission's Information Security Administrator and performs department Safety Officer duties. These duties are risk management-related rather than executive assistant-related in nature. As such, the Risk Management Specialist II class should be used.

Management's Response: *Concur with the recommendation. While the Risk Management Specialist II classification does not describe all of the duties associated with this position it does cover the majority of the work done. Position classification is being changed and the incumbent will receive a lateral class change effective August 1, 1995.*

Position Numbers 311 and 312 are Inappropriately Classified

Position Numbers 311 and 312, Staff Services Officer III's (1552-19), should be classified as Program Administrator III's (1565-19). The Staff Services Officer class series is intended for those positions which are responsible for planning, directing, and coordinating several staff service functions, such as human resources, accounting, duplicating, and purchasing. These employees are not responsible for a variety of functional areas, but rather, are each responsible for the operations of a particular unit within the Fiscal Department. The Program Administrator III class more accurately describes these functions.

Management's Response: Concur with the recommendation. The Program Administrator III classification is appropriate and a position classification change will be made. The incumbent will receive a lateral class change effective August 1, 1995.

Position Number 327 is Inappropriately Classified

Position Number 327, Unemployment Tax Specialist II (3212-16), should be classified within the Accounts Examiner class series [Accounts Examiner I (1081-11), Accounts Examiner II (1082-13), Accounts Examiner III (1083-15), and Accounts Examiner IV (1086-17)]. This employee is not responsible for planning, organizing, reviewing, and evaluating field tax programs and services, but rather, is responsible for auditing, investigating, and analyzing tax reports and records. Thus, the Accounts Examiner class series is more appropriate.

Management's Response: Concur with the recommendation. The Accounts Examiner series appears to be more appropriate for this position than the Unemployment Tax Specialist II classification currently being used. Since some supervisory duties are involved, a reclassification from Unemployment Tax Specialist II to Supervising Accounts Examiner is recommended. It is also recommended that additional supervisory duties be assigned to this position. The incumbent will be reclassified on September 1, 1995.

State Classification Office Response: The State Classification Office believes that agencies are in the best position to determine the appropriate level for a position within the appropriate class series. Thus, we concur that the Supervising Accounts Examiner (1087-17) class is appropriate.

Copies of this report have been distributed to the following:

Legislative Budget Office

Mr. John Keel, Director

Governor's Office of Budget and Planning

Mr. Albert Hawkins, Director