

OFFICE OF STATE EMPLOYMENT RELATIONS

COMPENSATION AND LABOR RELATIONS BULLETIN

Date: August 27, 2010

Locator No: OSER-0269-CLR/SC

Subject: Personnel Management Classification Survey for
Library Services Assistant Classifications

The purpose of this bulletin is to inform state agencies of the Office of State Employment Relations' (OSER) intention to conduct a personnel management survey of the Library Services Assistant classifications. This limited-scope survey program recognizes the limited staff resources within OSER and the significant workload burden surveys place on state agency human resources and program staff. The survey has been given top priority to meet the State's agreement with the Administrative Support Unit (ASU) of the Wisconsin State Employees Union (WSEU) as agreed to with the 2007-2009 contract agreement.

One of the primary goals of this survey is to ensure the classification specifications accurately reflect the work performed and the tools used to perform the tasks assigned to positions in these classifications.

The survey will be managed by OSER, although some agencies will be very involved in conducting the actual review. The survey will be conducted using the whole job methodology, using position descriptions (PDs) and information gathered during in-person interviews (i.e., audits) to assess the work.

It cannot be stressed enough how important it is to have accurate PDs for this review. Hiring supervisors should be notified immediately of the survey plan and the need for accurate PDs. It has been demonstrated repeatedly that ensuring accurate, up-to-date PDs results in more accurate classification decisions. This translates into fewer potential appeals and less time and effort spent in the appeal process. In addition, maintaining accurate PDs helps supervisors communicate job expectations, provides employees with the basic information they need to perform their duties and ensures more accurate classification decision-making.

Agency Involvement

Assistance and input from the relevant agencies will be crucial throughout the survey process. The OSER Survey Manager will conduct regular, periodic meetings with all Agency Survey Coordinators throughout the survey cycle to discuss progress, problem solve and coordinate the survey activities on a statewide basis. The OSER Survey Manager will meet individually with Agency Survey Coordinators as needed and are available to serve as consultants to Agency Survey Coordinators who are taking the lead in some of the survey activity. Agency Survey Coordinators are strongly encouraged to actively participate in the audit process for those surveys being conducted by OSER in order to obtain the same information about the work that the OSER Survey Manager obtains. Agency Survey Coordinators should establish a communication plan to ensure timely and thorough information distribution within their own agency as appropriate.

In some cases, agency staff will be taking the lead in conducting the survey position audits and should involve the OSER Survey Manager in a representative sample of the audits. Furthermore, Agency Survey Coordinators are encouraged to coordinate their activities with representatives from the various affected employing units and to communicate often with the affected employees.

Additional information and guidance on the role of the Agency Survey Coordinator is available in *Wisconsin Human Resources Handbook* Chapter 450—Conducting or Assisting with a Personnel Management Survey.

Process

At this time, OSER is asking that agencies compile the following information and provide it to Pat Waterman, who will function as the Survey Manager.

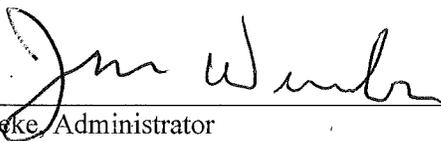
1. Identify an Agency Survey Coordinator and provide OSER with the coordinator's name, inter-departmental mailing address, e-mail address, and phone number. **Please provide this information to the OSER Survey Manager by September 3, 2010.** The OSER Survey manager will periodically convene meetings of the Agency Survey Coordinators to discuss the survey.
2. Identify any classification problems your agency has been experiencing with the classifications identified for inclusion in this survey. (See Attachment A.) **Please send the problem identification information to the OSER Survey Manager by September 13, 2010.**
3. Submit a list of benchmark and/or unique positions recommended for audit and include the up-to-date position description and organization chart for each position recommended for audit. A general rule of thumb is to audit approximately 10 percent of the positions included in the survey. If current PDs are accurate and complete, new PDs do not need to be developed. A review of submitted, up-to-date PDs is expected before they are sent to OSER. The employee and the supervisor should initial and date the PD to document that it is accurate and complete. **Please send the list of benchmark and/or unique positions, copies of up-to-date positions descriptions, and organizational charts for each benchmark position to the OSER Survey Manager by October 4, 2010.**
4. The majority of position audits are likely to occur during October/November 2010.
5. Survey completion is targeted for January 2011 in order to communicate survey results to bargaining unit representatives, as appropriate, during the 2009-2011 contract negotiations. (Refer to Attachment B for highlights of the workplan.)

Survey Timelines

Attachment B of this bulletin reflects the overall timeline for completion of the survey. OSER's ability to adhere to this timeline is strongly dependent on the timely cooperation and assistance provided by agencies. This rather aggressive timeline is necessary in order to complete the survey in time to share the results with the affected bargaining unit, in order to meet the agreement with the union and negotiate the assignment of the pay ranges during negotiation of the 2009-2011 labor agreements or during the life of the contract for any new represented classifications that may be created as a result of the survey.

Some specific survey activities may deviate from the attached timeline based on complexity of the occupational review. The OSER Survey Manager will communicate any timeline adjustments necessary.

Questions regarding the survey plan or specific survey activities should be directed to the OSER Survey Manager Pat Waterman via e-mail at Pat.Waterman@Wisconsin.gov or by phone at (608) 266-8149.



Joe Wineke, Administrator
Division of Compensation and Labor Relations

Attachment A

PERSONNEL MANGEMENT SURVEYS

Problem Identification Guidelines

Personnel Management Surveys are conducted to resolve problems that occur in the area of Classification. The OSER Bureau of Compensation collects problem identification pertaining to recruitment, retention, and other compensation-related information in a separate process. To help us in the classification survey process, agencies are asked to assess whether problems are occurring in their agency in the areas noted below.

Please note that the list below is not all inclusive. Feel free to describe other problems your agency may be experiencing in utilizing the classifications under review in these surveys.

Identify all problems you are experiencing with any aspects of the current classification structure. Examples of specific problems within this broad area may include:

1. Changes in the technology, organization, occupation, equipment, statutory authority, etc., that are not described in the existing classification specifications.
2. The lack of identification of duties and responsibilities and position types or specializations in the existing classification specifications.
3. The inability to make clear distinctions between class levels or class series based on the existing classification specification definitions.
4. The presence of inequitable or inappropriate pay range alignments between positions in the same occupational area being reviewed (i.e., internal equity).
5. Insufficient classification series or levels to identify distinctly different kinds of work.
6. Concerns regarding assignment to the appropriate occupational area/bargaining unit.

Attachment B

Library Services Assistant Personnel Management Survey Timeline

Survey Phase	Task	Responsible Parties	Timeline
Problem Identification	Identify classification problems.	Agency Survey Coordinator	September 2010
Identify Included/Excluded Positions	Compile <u>benchmark</u> and <u>unique</u> position descriptions. Provide copies of PDs to OSER Survey Manager.	Agency Survey Coordinator	Late September 2010
Compensation Survey	Identify benchmark labor market comparison positions. Recommend public and private sector employers for Bureau of Compensation to contact for labor market comparison wage data.	OSER Survey Manager with input from Agency Survey Coordinator	September 2010 through November 2010
Position Audits	Identify <u>benchmark</u> and <u>unique</u> positions to audit. Develop audit questions. Conduct field, telephone and desk audits. Review audit results with agencies.	OSER Survey Manager and Agency Survey Coordinator	October 2010 through mid November 2010
Draft Classification Specifications	Discuss class concept proposals with agencies. Draft, review and revise specifications with agencies. Recommend pay range assignments in conjunction with Bureau of Compensation.	OSER Survey Manager	Late November 2010 through mid December 2010
Survey Implementation	Present survey findings to bargaining unit representatives as appropriate and provide rationale for proposed pay range assignments, as needed. Compare PDs of included positions to new specifications to determine appropriate classification. Draft OSER bulletin for survey implementation. Coordinate automated reallocation process with DOA Central Payroll and UW Payroll <u>or</u> prepare manual reallocations.	OSER Survey Manager	Date to be determined by OSER (January 2011)
Post Implementation	Participate in case preparation as needed. Serve as expert witness.	OSER Survey Manager with Agency Survey Coordinators as needed.	February through April 2011