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A Classification Compliance Audit of The Texas Workforce Commission

August 1997

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Key Points of Report

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Overall Conclusion

The Workforce Development Division of the Texas Workforce Commission (Commission) has an 52 percent rate of compliance with the Position Classification Plan. The Commission was reviewed to monitor its compliance with the Position Classification Plan.

Key Facts and Findings

- Ninety-eight out of 206 positions reviewed were misclassified.
- There were six instances in which an inappropriate reporting relationship was found.
- In spite of some progress made to correctly classify Commission staff, the Commission needs to place greater priority in proper classification. After 13 months since the creation of the Commission and initial guidance and direction from the State Classification Office, more consistency should have been achieved among employees performing identical or nearly identical duties.

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

Overview

We found 98 misclassified positions in this review of the Workforce Development Division of the Texas Workforce Commission (Commission).

Shortly before the creation of the Commission, the State Classification Office briefed Commission human resources staff about the challenge and responsibilities of correct classification. This briefing included advice and direction on the importance of consistently classifying employees who are performing identical job functions even though they came from different agencies. In spite of some progress made to correctly classify Commission staff, the Commission needs to place greater priority in proper classification. Some latitude is granted to allow for initial setup of new policies and procedures and for new employees to acclimate to the new organization. After 13 months, however, more consistency should have been achieved among employees performing identical or nearly identical duties.

The Commission's review of employee classification is consistent with the understanding that first-line responsibility for correct position classification rests with the Commission. Second-line responsibility, consisting of confirmation and review, rests with the State Classification Office of the State Auditor's Office. The Commission should better use its authority and responsibility to continually evaluate employee classifications and make appropriate changes.

In the following table, the incumbents' present positions are listed using the current classification titles, classification numbers, and salary groups. The incumbents' recommended positions are listed using the new classification titles, classification numbers, and salary groups. These new titles, classification numbers, and salary groups will become effective September 1, 1997.

Position Number	Recommendations		
	Status	Classification Number	Title
1	Present: Recommended:	1559-21 0519-B13	Director of Programs II Planner IV
11	Present: Recommended:	1084-18	Auditor IV Program Specialist series
13	Present: Recommended:	1090-16	Auditor III Program Specialist series
14	Present: Recommended:	1090-16	Auditor III Program Specialist series
15	Present: Recommended:	7022-18	Education Specialist II Program Specialist series
16	Present: Recommended:	3061-17	Employment Security Field Assistant Program Specialist series
17	Present: Recommended:	1084-18	Auditor IV Program Specialist series

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Position Number	Recommendations		
	Status	Classification Number	Title
18	Present: Recommended:	1564-18	Program Administrator II Program Specialist series
19	Present: Recommended:	1090-16	Auditor III Program Specialist series
20	Present: Recommended:	1564-18	Program Administrator II Program Specialist series
23	Present: Recommended:	1784-19	Training Specialist V Program Specialist series
24	Present: Recommended:	1784-19	Training Specialist V Program Specialist series
27	Present: Recommended:	1559-21	Director of Programs II Program Specialist series
28	Present: Recommended:	1784-19	Training Specialist V Program Specialist series
29	Present: Recommended:	1557-20	Director of Programs I Program Specialist series
30	Present: Recommended:	1506-17	Executive Assistant I Program Specialist series
31	Present: Recommended:	3574-16	Legal Assistant III Program Specialist series
33	Present: Recommended:	1565-19	Program Administrator III Program Specialist series
34	Present: Recommended:	1550-16	Staff Services Officer I Program Specialist series
35	Present: Recommended:	5606-15	Contract Specialist I Training Specialist series
36	Present: Recommended:	5606-15	Contract Specialist I Training Specialist series
37	Present: Recommended:	1559-21	Director of Programs II Training Specialist series
39	Present: Recommended:	5512-18	Program Specialist I Training Specialist series
40	Present: Recommended:	1563-17	Program Administrator I Training Specialist series

Overview

Position Number	Recommendations		
	Status	Classification Number	Title
43	Present: Recommended:	3061-17	Employment Security Field Assistant Training Specialist series
44	Present: Recommended:	1559-21	Director of Programs II Program Specialist series
45	Present: Recommended:	0294-10	Word Processing Operator III Administrative Technician series
48	Present: Recommended:	1564-18	Program Administrator II Accountant series
51	Present: Recommended:	1564-18	Program Administrator II Program Specialist series
55	Present: Recommended:	1565-19	Program Administrator III Systems Analyst series
57	Present: Recommended:	5607-16	Contract Specialist II Planner series
58	Present: Recommended:	5513-19	Program Specialist II Program Administrator series
59	Present: Recommended:	3061-17 0572-B8	Employment Security Field Assistant Information Specialist II
61	Present: Recommended:	1563-17 0572-B8	Program Administrator I Information Specialist II
63	Present: Recommended:	0548-18 0574-B10	Research Specialist III Information Specialist III
64	Present: Recommended:	1090-16	Auditor III Program Specialist series
65	Present: Recommended:	1506-17 0572-B8	Executive Assistant I Information Specialist II
69	Present: Recommended:	0516-17	Planner I Systems Analyst series
72	Present: Recommended:	1557-20	Director of Programs I Program Administrator series
77	Present: Recommended:	3061-17	Employment Security Field Assistant Contract Specialist series
78	Present: Recommended:	1090-16	Auditor III Contract Specialist series

Overview

Position Number	Recommendations		
	Status	Classification Number	Title
79	Present: Recommended:	5513-19	Program Specialist II Program Administrator series
80	Present: Recommended:	1557-20	Director of Programs I Program Administrator series
83	Present: Recommended:	1504-15	Administrative Technician IV Contract Specialist series
86	Present: Recommended:	1559-21	Director of Programs II Program Administrator series
87	Present: Recommended:	1559-21	Director of Programs II Program Administrator series
89	Present: Recommended:	0546-17	Research Specialist II Program Specialist series
95	Present: Recommended:	1564-18	Program Administrator II Program Specialist series
97	Present: Recommended:	3061-17	Employment Security Field Assistant Program Administrator series
98	Present: Recommended:	3122-16	Placement Specialist II Employment Specialist series
99	Present: Recommended:	3121-15	Placement Specialist I Employment Specialist series
100	Present: Recommended:	1504-15	Administrative Technician IV Employment Specialist series
101	Present: Recommended:	1504-15	Administrative Technician IV Employment Specialist series
102	Present: Recommended:	3061-17	Employment Security Field Assistant Program Administrator series
103	Present: Recommended:	1503-13	Administrative Technician III Employment Specialist series
105	Present: Recommended:	1503-13	Administrative Technician III Employment Specialist series
106	Present: Recommended:	1503-13	Administrative Technician III Employment Specialist series
110	Present: Recommended:	1503-13	Administrative Technician III Employment Specialist series

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Position Number	Recommendations		
	Status	Classification Number	Title
111	Present: Recommended:	1503-13	Administrative Technician III Employment Specialist series
113	Present: Recommended:	1564-18	Program Administrator II Program Specialist series
114	Present: Recommended:	1090-16	Auditor III Program Specialist series
115	Present: Recommended:	1563-17	Program Administrator I Program Specialist series
116	Present: Recommended:	1564-18	Program Administrator II Program Specialist series
118	Present: Recommended:	1090-16	Auditor III Program Specialist series
119	Present: Recommended:	1090-16	Auditor III Program Specialist series
122	Present: Recommended:	0548-18	Research Specialist III Program Specialist series
123	Present: Recommended:	3061-17	Employment Security Field Assistant Program Specialist series
124	Present: Recommended:	5512-18	Program Specialist I Program Administrator series
128	Present: Recommended:	5513-19	Program Specialist II Program Administrator series
129	Present: Recommended:	3122-16	Placement Specialist II Program Specialist series
130	Present: Recommended:	3122-16	Placement Specialist II Program Specialist series
131	Present: Recommended:	3122-16	Placement Specialist II Program Specialist series
133	Present: Recommended:	5512-18	Program Specialist I Program Administrator series
134	Present: Recommended:	5512-18	Program Specialist I Program Administrator series
135	Present: Recommended:	1503-13	Administrative Technician III Employment Specialist series

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Position Number	Recommendations		
	Status	Classification Number	Title
136	Present: Recommended:	1502-11	Administrative Technician II Employment Specialist series
137	Present: Recommended:	1502-11	Administrative Technician II Employment Specialist series
138	Present: Recommended:	1502-11	Administrative Technician II Employment Specialist series
139	Present: Recommended:	1502-11	Administrative Technician II Employment Specialist series
140	Present: Recommended:	1502-11	Administrative Technician II Employment Specialist series
150	Present: Recommended:	1506-17 1195-A17	Executive Assistant I Claims Officer IV
157	Present: Recommended:	7005-19	Educational Program Director Program Administrator series
158	Present: Recommended:	0548-18 1571-B10	Research Specialist III Program Specialist II
159	Present: Recommended:	1563-17 1570-B9	Program Administrator I Program Specialist I
162	Present: Recommended:	5044-21	Social Services Administrator IV Program Specialist series
163	Present: Recommended:	1211-15 0516-B9	Management Auditor I Planner I
180	Present: Recommended:	0294-10	Word Processing Operator III Administrative Technician series
185	Present: Recommended:	1564-18	Program Administrator II Program Specialist series
186	Present: Recommended:	5513-19	Program Specialist II Program Administrator series
187	Present: Recommended:	0294-10	Word Processing Operator III Administrative Technician series
191	Present: Recommended:	3121-15	Placement Specialist I Program Specialist series
192	Present: Recommended:	3061-17	Employment Security Field Assistant Program Specialist series

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Position Number	Recommendations		
	Status	Classification Number	Title
193	Present: Recommended:	3122-16	Placement Specialist II Program Specialist series
194	Present: Recommended:	3122-16	Placement Specialist II Program Specialist series
195	Present: Recommended:	3061-17	Employment Security Field Assistant Program Specialist series
201	Present: Recommended:	3122-16	Placement Specialist II Program Specialist series
204	Present: Recommended:	3061-17	Employment Security Field Assistant Program Specialist series
205	Present: Recommended:	3061-17	Employment Security Field Assistant Program Specialist series

The State Classification Office in the State Auditor's Office conducted a classification compliance audit of the Workforce Development Division in the Texas Workforce Commission in which 206 full-time classified positions were reviewed. We found that 98 positions were misclassified.

In an effort to ensure that the identity of those employees whose positions were reviewed remains confidential, each incumbent was assigned a position number. A list of each employee and his or her assigned number has been provided to the Texas Workforce Commission for reference.

In those instances in which a position was found to be inappropriately classified, the Commission should take the appropriate action to classify positions properly according to our recommendations or restructure them so that the work being performed is consistent with their classification.

We recommend that the Commission review positions that have similar duties and classifications as those included in this report to determine the appropriate classification and make any necessary changes to maintain consistency throughout the Commission.

Issues and Recommendations

Section 1:

Workforce Development

Position Number 1 should be a Planner IV (0519-B13) rather than a Director of Programs II (1559-21). The revised Program Administrator series is intended for positions that actually administer an agency program. The incumbent provides occupationally specific planning and research work. The incumbent is responsible for identifying program delivery systems requiring development, meeting with appropriate staff members to inform them of services to welfare clients and the potential impact of welfare reform, coordinating and facilitating work groups on program development, and providing information about Commission services to welfare clients or individuals impacted by welfare reform.

Section 2:

Local Workforce Development Area Assistance

Position Numbers 11, 13, 14, 15, 16, 17, 18, 19, 20, 23, and 24 should all be classified in the revised Program Specialist series (Program Specialist I [1570-B9], Program Specialist II [1571-B10], Program Specialist III [1572-B11], Program Specialist IV [1573-B12], and Program Specialist V [1574-B13]). The Program Specialist class series is intended for positions that provide consultative or technical services to a program, but are not responsible for the actual administration of the program. These employees spend the majority of their time consulting with elected officials, workforce board members, and workforce board directors; managing the communication process with local areas; and advising and consulting with other Commission divisions regarding local needs.

Section 3:

Board Outreach/Formation

Position Numbers 27, 28, 29, 30, 31, 33, and 34 should be classified in the revised Program Specialist series (Program Specialist I [1570-B9], Program Specialist II [1571-B10], Program Specialist III [1572-B11], Program Specialist IV [1573-B12], and Program Specialist V [1574-B13]). The incumbents function as Board Outreach Representatives and perform comparable work in providing consultative and technical services in discussing issues, resolving problems, and interpreting workforce development program policies, standards, and procedures.

Section 4:

Training

Position Numbers 35, 36, 37, 39, 40, and 43 should be classified in the Training Specialist series (Training Specialist I [1781-B5], Training Specialist II [1782-B7], Training Specialist III [1783-B9], Training Specialist IV [1784-B11], and Training Specialist V [1785-B13]). The incumbents perform comparable work in the same division and provide occupationally specific training work. The incumbents' duties include planning, organizing, conducting, and evaluating educational and training programs.

Section 5:

Economic Dislocation and Worker Adjustment Assistance

- Position Number 44 should be classified in the revised Program Specialist series (Program Specialist I [1570-B9], Program Specialist II [1571-B10], Program Specialist III [1572-B11], Program Specialist IV [1573-B12], and Program Specialist V [1574-B13]) rather than

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a Director of Programs II (1559-21). The Director of Programs II classification is for those who perform highly advanced work administering an agency program. This employee does not directly supervise other employees and does not have direct responsibility for a Commission program, but spends the majority of time directing the development of requests, reviewing projects for feasibility, conducting technical reviews, and designing and delivering presentations.

- Position Number 45 should be classified in the Administrative Technician series (Administrative Technician I [0150-A8], Administrative Technician II [0152-A11], Administrative Technician III [0154-A13], and Administrative Technician IV [0156-A15]) rather than a Word Processing Operator III (0294-10). In addition to spending 60 percent of his or her time entering information into databases, the employee spends the remaining time split evenly between providing general clerical and administrative support work and various programmatic duties for the rapid response specialists.
- Position Number 48 should be classified in the higher levels of the Accountant series (Accountant I [1010-B3], Accountant II [1012-B5], Accountant III [1014-B8], Accountant IV [1016-B9], Accountant V [1018-B11], Accountant VI [1020-B12], and Accountant VII [1022-B13]) rather than a Program Administrator II (1564-18). As the fiscal coordinator for the Workforce Development Division, the incumbent initiates and coordinates financial actions among Workforce Development Division departments. This incumbent is also responsible for designing the system and tracking monthly expenditures. The Accountant responsibilities include performing complex or advanced financial and accounting work.
- Position Number 51 should be classified in the revised Program Specialist series rather than a Program Administrator II (1564-18). (See the recommendation for Position Number 44 for a complete list of the Program Specialist series.) This employee consults with and coordinates rapid response activities with employers, labor unions, and Commission staff. Additionally, this employee negotiates and writes contracts, develops program guidelines, and conducts reviews and prepares reports of the rapid response program.

Section 6:

Strategic Information and Research

- Position Number 55 should be classified in the revised Systems Analyst series (System Analyst I [0260-B8], System Analyst II [0262-B10], System Analyst III [0264-B12], System Analyst IV [0266-B13], and System Analyst V [0267-B15]) rather than a Program Administrator III (1565-19). This incumbent's responsibilities are managing and coordinating information for the Workforce Development System including needs assessment, system enhancement and design, and system maintenance. This position also ensures that users have data and access to data, leads the information systems committee, and supervises other Systems Analysts. Systems Analyst responsibilities include analyzing existing procedures; designing and implementing new procedures; designing forms; determining operational, technical, and support requirements; and developing flow charts.
- Position Number 57 should be classified in the Planner series (Planner I [0516-B9], Planner II [0517-B11], Planner III [0518-B12], and Planner IV [0519-B13]) rather than a Contract Specialist II (5607-16).

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This employee performs a wide range of coordination tasks that cover middle- and long-range planning such as coordinating capacity planning, strategic planning models, and quality improvement initiatives. The incumbent does not perform any duties directly related to contracts. The Planner classification is for positions who perform planning and research work including developing programs or procedures and developing the evaluation procedures of operational plans or programs.

- Position Number 58 should be classified in the revised Program Administrator series (Program Administrator I [1563-B9], Program Administrator II [1564-B10], Program Administrator III [1565-B11], Program Administrator IV [1566-B12], and Program Administrator V [1567-B13]) rather than a Program Specialist II (5513-19). This employee supervises four professional staff members in managing the research unit. This employee also performs legislative liaison duties for Workforce Development, designs and develops data analysis methodologies, responds to management information requests, and assists in statewide planning and program development.
- Position Numbers 59 and 65 should be classified as Information Specialists II (0572-B8). Information Specialists collect, design, and prepare informational programs and materials for use by the Commission, the public, and other agencies. The incumbents assist in developing, implementing, and maintaining the Workforce Division's system of written communications. These employees also review and edit documents for both content and style. The positions should be classified at this level within the series in order to maintain appropriate reporting relationships with the section manager, who is also an Information Specialist.
- Position Number 61 should be classified as an Information Specialist II (0572-B8) rather than a Program Administrator I (1563-17). Information Specialists collect, design, and prepare informational programs and materials for use by the Commission, the public, and other agencies. This employee develops and edits reports and rules and coordinates hearings.
- Position Number 63 should be classified as an Information Specialist III (0574-B10) rather than a Research Specialist III (0548-18). Information Specialists collect, design, and prepare informational programs and materials for use by the Commission, the public, and other agencies. Only 10 percent of this employee's time is spent conducting research. The vast majority of the remaining time is spent developing, coordinating, and implementing informational documents and other written communications.
- Position Number 64 should be classified in the revised Program Specialist series (Program Specialist I [1570-B9], Program Specialist II [1571-B10], Program Specialist III [1572-B11], Program Specialist IV [1573-B12], and Program Specialist V [1574-B13]) rather than an Auditor III (1090-16). This employee's responsibilities include developing and designing strategies to improve delivery of workforce development services, analyzing legislative actions on workforce development issues, providing training and technical advice, and evaluating locally developed plans for compliance.
- Position Number 69 should be classified in the revised Systems Analyst series rather than a Planner I (0516-17). (See the recommendation for Position Number 55

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for a complete list of the Systems Analyst series.) Systems Analyst responsibilities include analyzing existing procedures; designing and implementing new procedures; designing forms; determining operational, technical, and support requirements; and developing flow charts. This position gathers, organizes, and analyzes data for the preparation of plans or programs. This position also supports automation, technological, and communication needs of the Division; develops procedures for systems implementation; and provides support for workforce development reports.

Section 7:

Contracts and Grants

- Position Numbers 72, 79, and 80 should be classified in the middle levels of the revised Program Administrator series (Program Administrator I [1563-B9], Program Administrator II [1564-B10], Program Administrator III [1565-B11], Program Administrator IV [1566-B13], and Program Administrator V [1567-B13]). These positions manage a section of the Contracts and Grants Department and direct the implementation and maintenance of contract and procurement administration. These three managers of the Contract and Grants Department all perform similar functions and should be classified as Program Administrators to maintain consistency within the Contracts and Grants Department.
- Position Number 77 should be classified in the Contract Specialist series (Contract Specialist I [1976-B7], Contract Specialist II [1978-B8], and Contract Specialist III [1980-B9]) rather than an Employment Security Field Assistant (3061-17). The Employment Security Field Assistant job title will be eliminated effective September

1, 1997. The Contract Specialist series is used for employees who develop, manage, or evaluate a broad range of contracts. This position develops, maintains, and implements contract administration and management systems. In addition, this position assists in establishing contracting and procurement requirements.

- Position Numbers 78 and 83 should be classified in the Contract Specialist series. (See the recommendation for Position Number 77 for complete list of the Contract Specialist series.) The Contract Specialist series is used for employees who develop, manage, or evaluate a broad range of contracts. These duties describe the incumbents' position of developing, maintaining, and implementing contract administration and management systems. In addition, these positions help set contracting and procurement requirements.

Section 8:

Program Policy Review and Design

- Position Numbers 86 and 87 should be classified in the middle levels of the revised Program Administrator series (Program Administrator I [1563-B9], Program Administrator II [1564-B10], Program Administrator III [1565-B11], Program Administrator IV [1566-B12], and Program Administrator V [1567-B13]) rather than Directors of Programs II (1559-21). These employees spend almost half their time supervising and directing a section of the Program Policy and Review program. These positions should be classified as Program Administrators in order to maintain internal consistency within this department.
- Position Number 89 should be classified in the revised Program Specialist series (Program Specialist I [1570-B9], Program

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Specialist II [1571-B10], Program Specialist III [1572-B11], Program Specialist IV [1573-B12], and Program Specialist V [1574-B13]) rather than a Research Specialist II (0546-17). This employee develops and reviews program guidelines, policies, procedures, rules, and regulations; prepares technical and educational materials for operations and training; and develops Job Training Partnership Act eligibility policy and procedures. Only 15 percent of the incumbent's time is spent on actual research.

- Position Number 95 should be classified in the revised Program Specialist series rather than a Program Administrator II (1564-18). (See the recommendation for Position Number 89 for a complete list of the Program Specialist Series.) This position performs a range of duties and does not neatly fit into any one classification. The majority of this position's work, however, is in a consultative role to other Division staff members coordinating functions, analyzing trends, conducting program analyses, and completing plans for grants.

Section 9:

Trade Adjustment Assistance

- Position Number 97 should be classified in the revised Program Administrator series (Program Administrator I [1563-B9], Program Administrator II [1564-B10], Program Administrator III [1565-B11], Program Administrator IV [1566-B12], and Program Administrator V [1567-B13]) rather than an Employment Security Field Assistant (3061-17). The Employment Security Field Assistant job title will be eliminated effective September 1, 1997. This employee spends nearly half the time supervising Trade Adjustment Assistance training staff. This employee also

coordinates the program with other departments, analyzes Trade Adjustment Assistance problems, implements changes to the program, and resolves technical problems.

- Position Numbers 98, 99, 101, 103, 105, and 106 should be classified in the middle or higher levels of the newly created Employment Specialist series (Employment Specialist I [3005-B2], Employment Specialist II [3006-B3], Employment Specialist III [3007-B4], Employment Specialist IV [3009-B5], Employment Specialist V [3012-B6], Employment Specialist VI [3013-B7], and Employment Specialist VII [3014-B8]). These employees spend the majority of time reviewing and then approving or denying training contracts.
- Position Number 100 should be classified in the lower or middle levels of the newly created Employment Specialist series rather than as an Administrative Technician IV (1504-15). (See the recommendation for Position Numbers 98, 99, 101, 103, 105, and 106 for a complete list of the Employment Specialist series.) This employee screens, processes, enters and verifies training waivers. When a more occupationally specific title is available, it should be used instead of the more general Administrative Technician series.
- Position Number 102 should be classified in the revised Program Administrator series rather than an Employment Security Field Assistant (3061-17). (See the recommendation for Position Number 97 for complete list of the Program Administrator series.) This employee spends over half the time supervising the screening of applications for training, the processing of vouchers, and general records maintenance of trade assistance applications and invoices. The remaining

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time is primarily spent resolving technical problems and maintaining fiscal records.

- Position Number 110 should be classified in the lower or middle levels of the newly created Employment Specialist series rather than as an Administrative Technician III (1503-13). (See the recommendation for Positions Numbers 98, 99, 101, 103, 105, and 106 for a complete list of the Employment Specialist series.) This employee processes Trade Adjustment Assistance training invoices, resolves invoice problems, and provides training and guidance to local training facilities.
- Position Number 111 should be classified in the lower or middle levels of the newly created Employment Specialist series rather than as an Administrative Technician III (1503-13). (See the recommendation for Positions Numbers 98, 99, 101, 103, 105, and 106 for a complete list of the Employment Specialist series.) This employee initiates actions on Trade Adjustment Assistance petitions and certification notifications and tracks and maintains the records regarding training as part of the Trade Adjustment Assistance program.

Section 10:

Quality Assurance

- Position Number 113 should be classified in the revised Program Specialist series (Program Specialist I [1570-B9], Program Specialist II [1571-B10], Program Specialist III [1572-B11], Program Specialist IV [1573-B12], and Program Specialist V [1574-B13]) rather than a Program Administrator II (1564-18). This employee develops data collection methods for program evaluation, coordinates management systems with other

departments, and coordinates the one-stop application process.

- Position Number 114 should be classified in the revised Program Specialist series rather than an Auditor III (1090-16). (See the recommendation for Position Number 113 for a complete list of the Program Specialist series.) This employee primarily coordinates the Private Industry Council certification process. Additionally, this employee develops and reviews criteria for program assessment.
- Position Number 115 should be classified in the revised Program Specialist series rather than a Program Administrator I (1563-17). (See the recommendation for Position Number 113 for a complete list of the Program Specialist series.) This employee designs evaluation systems for youth services and helps develop statewide program plans and studies. These duties are consistent with Program Specialist duties of providing consultative or technical services to a program, but without responsibility for the actual administration of the program.
- Position Number 116 should be classified in the revised Program Specialist series rather than a Program Administrator II (1564-18). (See the recommendation for Position Number 113 for a complete list of the Program Specialist series.) This employee directs and coordinates the statewide management reporting system, directs production of federal reports, and analyzes systems and recommends improvements to statewide performance outcomes, but is not responsible for the actual administration of the program.
- Position Number 118 should be classified in the revised Program Specialist series rather than an Auditor III (1090-16). (See the recommendation for Position Number

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113 for a complete list of the Program Specialist series.) This employee develops data collection methods for program evaluation, coordinates management systems with other departments, is the team leader for the plan review process, and develops risk assessment models.

- Position Number 119 should be classified in the revised Program Specialist series rather than an Auditor III (1090-16). (See the recommendation for Position Number 113 for a complete list of the Program Specialist series.) This employee develops new ways to improve the quality assurance systems, designs policies related to performance management, and serves as the Department legislative liaison and liaison to the training committee.
- Position Number 122 should be classified in the revised Program Specialist series rather than a Research Specialist III (0548-18). (See the recommendation for Position Number 113 for a complete list of the Program Specialist series.) This employee performs work similar to the other employees in the Quality Assurance Department including designing evaluation methodologies, designing specifications for data systems, and conducting studies of workforce development programs. This position should be classified as a Program Specialist in order to maintain internal consistency within this department.

Section 11:

Special Services

Position Number 123 should be classified in the revised Program Specialist series (Program Specialist I [1570-B9], Program Specialist II [1571-B10], Program Specialist III [1572-B11], Program Specialist IV [1573-B12], and Program Specialist V [1574-B13]) rather than an Employment Security Field Assistant

(3661-17). The Employment Security Field Assistant job title will be eliminated effective September 1, 1997. The incumbent functions as the Disability Services Coordinator and provides consultative and technical services to people with disabilities.

Section 12:

Agricultural Services

Position Number 124 should be classified in the revised Program Administrator series (Program Administrator I [1563-B9], Program Administrator II [1564-B10], Program Administrator III [1565-B11], Program Administrator IV [1566-B12], and Program Administrator V [1567-B13]) rather than a Program Specialist I (5512-18). The incumbent is responsible for directing, planning, and coordinating the operation of the Agricultural Service Program; coordinating program activities with other organizations; directing the activities of staff members; providing technical assistance relating to department programs; and preparing and directing the preparation of reports and program materials.

Section 13:

Project Rio

- Position Number 128 should be classified in the revised Program Administrator series (Program Administrator I [1563-B9], Program Administrator II [1564-B10], Program Administrator III [1565-B11], Program Administrator IV [1566-B12], and Program Administrator V [1567-B13]) rather than a Program Specialist (5512-18). The incumbent functions as the Program Director for Project Rio. The incumbent's duties include managing and administering the Project Rio program, supervising staff members, coordinating program activities

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with other organizations, developing performance standards and conducting performance reviews, and coordinating policy and procedure development.

- Position Numbers 129, 130, and 131 should be classified in the revised Program Specialist series (Program Specialist I [1570-B9], Program Specialist II [1571-B10], Program Specialist III [1572-B11], Program Specialist IV [1573-B12], and Program Specialist V [1574-B13]) rather than Placement Specialists II (3122-16). The Placement Specialist class series will be eliminated effective September 1, 1997. The incumbents' duties include planning and conducting evaluations of program activities; developing and recommending remedial actions; monitoring and assisting in the implementation of corrective action plans; developing and coordinating program activities with other organizations; providing training and technical assistance related to program policies and procedures; preparing reports on the effectiveness of program activities; and compiling, generating, and analyzing financial and statistical information related to the program performance.

Section 14:

Veteran Services

Position Number 133 should be classified in the revised Program Administrator series (Program Administrator I [1563-B9], Program Administrator II [1564-B10], Program Administrator III [1565-B11], Program Administrator IV [1566-B12], and Program Administrator V [1567-B13]) rather than a Program Specialist I (5512-18). The incumbent functions as the Veteran Program Director and is responsible for administering the Veteran Services program.

Section 15:

Job Corps

- Position Number 134 should be classified in the revised Program Administrator series (Program Administrator I [1563-B9], Program Administrator II [1564-B10], Program Administrator III [1565-B11], Program Administrator IV [1566-B12], and Program Administrator V [1567-B13]) rather than a Program Specialist I (5512-18). The incumbent is responsible for planning, directing, and coordinating Job Corp program operations. Additional duties include developing program guidelines, policies, and procedures; developing and approving schedules and priorities for achieving program goals; establishing program goals and objectives; coordinating program activities with other organizations; providing technical assistance; directing program evaluation activities; and developing budget requests and monitoring expenditures.
- Position Numbers 135, 136, 137, 138, 139, and 140 should be classified in the higher levels of the newly created Employment Specialist series (Employment Specialist I [3005-B2], Employment Specialist II [3006-B3], Employment Specialist III [3007-B4], Employment Specialist IV [3009-B5], Employment Specialist V [3012-B6], Employment Specialist VI [3013-B7], and Employment Specialist VII [3014-B8]). These employees no longer perform merely clerical or administrative support work. Their emphasis is in disseminating information regarding the Job Corps program. The incumbents evaluate and review data for compliance, review and monitor performance and make recommendations for improvement, provide technical assistance on employment and training programs, and prepare reports.

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Section 16:

Educational Initiatives

Position Number 150 should be classified as a Claims Officer IV (1195-A17) instead of an Executive Assistant I (1506-17). The Executive Assistant series is intended for positions that perform advanced professional work for an executive including overseeing high-level administrative operations. Instead, the incumbent spends the majority of time processing bond claims and tuition protection fund claims, communicating with surety companies, and determining the proper payment for students of closed schools.

Section 17:

Youth Services

- Position Number 157 should be classified in the revised Program Administrator series (Program Administrator I [1563-B9], Program Administrator II [1564-B10], Program Administrator III [1565-B11], Program Administrator IV [1566-B12], and Program Administrator V [1567-B13]) rather than an Educational Program Director (7005-19). The Educational Program Director job title will be eliminated effective September 1, 1997. As the Director of the Apprenticeship Training program operations, the incumbent should be classified to the revised Program Administrator series. The incumbent directs the development, review, and acceptance of grant applications; directs, develops, and provides training on administration procedures, regulations, and guidelines; directs, plans, and conducts on-site visits to monitor and ensure program compliance; coordinates program activities with other organizations; directs the preparation of budget requests and monitors expenditures; provides technical assistance; and establishes program goals, objectives, policies, and procedures.

- Position Number 158 should be classified as a Program Specialist II (1571-B10) rather than a Research Specialist III (0548-18). While the incumbent performs some research work, the incumbent is primary responsible for providing consultative and technical work in the planning, development, and implementation of the School-to-Work program.
- Position Number 159 should be a Program Specialist I (1570-B9) rather than a Program Administrator I (1563-17). The incumbent provides technical work in the planning, development, and implementation of the Adult Literacy program. The incumbent's duties include monitoring grants for compliance with federal and state rules and regulations; developing and administering plans, guidelines, and procedures for federal and state literacy funds; evaluating grant projects and making recommendations for improvements; preparing technical and informational materials about adult literacy; and providing technical assistance regarding adult literacy. These duties are consistent with Program Specialist duties of providing consultative or technical services to a program, but without responsibility for the actual administration of the program.

Section 18:

Child Care and Work and Family Clearinghouse

- Position Number 162 should be classified in the revised Program Specialist series (Program Specialist I [1570-B9], Program Specialist II [1571-B10], Program Specialist III [1572-B11], Program Specialist IV [1573-B12], and Program Specialist V [1574-B13]) rather than a Social Service Administrator IV (5044-21). The Social Service Administrator class series will be eliminated effective

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September 1, 1997. The incumbent provides consultative and technical services for the child care program, but is not responsible for the actual administration of the program.

- Position Number 163 should be a Planner I (0516-B9) rather than a Management Auditor I (1211-15). The incumbent no longer spends the majority of time performing management audits and preparing reports containing findings and recommendations. Instead, the incumbent functions as a Grants Coordinator. The incumbent collects, organizes, and analyzes data required in the development of plans and programs for the Child Care and Work and Family Clearinghouse department.

Section 19:

Field Liaison

- Position Numbers 180 and 187 should both be classified in the Administrative Technician series (Administrative Technician I [0150-A8], Administrative Technician II [0152-A11], Administrative Technician III [0154-A13], and Administrative Technician IV [0156-A15]) rather than Word Processing Operators III (0294-10). In addition to word processing responsibilities, both of these employees are involved in a variety of other administrative support tasks including maintaining equipment, preparing purchase and travel vouchers, developing and maintaining files, and maintaining charts and graphs.
- Position Number 186 should be classified in the revised Program Administrator series (Program Administrator I [1563-B9], Program Administrator II [1564-B10], Program Administrator III [1565-B11], Program Administrator IV [1566-B12], and Program Administrator V [1567-B13])

rather than a Program Specialist II (5513-19). This employee is one of the field liaison team leaders who supervises a staff of four that provides consultative services to field offices.

- Position Numbers 185, 191, 192, 193, 194, 195, 201, 204, and 205 should be classified in the revised Program Specialist series (Program Specialist I [1570-B9], Program Specialist II [1571-B10], Program Specialist III [1572-B11], Program Specialist IV [1573-B12], and Program Specialist [1574-B13]). These employees provide a range of high-level technical assistance and consultative services to other Commission departments and to Commission field offices. This assistance and consultation includes evaluating and analyzing production reports, providing guidance to field offices on program implementation, and conducting program compliance and fiscal monitoring.

Management's Response:

We concur with each of your recommendations for the 98 positions in the Workforce Development Division that are outlined in your report. The Texas Workforce Commission firmly believes in the importance of properly classifying employees in accordance with the Position Classification Act. We are committed to maintaining consistency among employees who perform similar work within our agency. TWC has implemented a Performance Planning and Review system which requires descriptive job descriptions for each employee and this system serves as the foundation for evaluating positions for the purpose of proper classification. TWC human resources policies are based on federal merit system principles, one of which emphasizes the need for equitable and adequate compensation of employees. We administer this principle

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through the State of Texas Classification Plan.

*TWC will exercise our authority to ensure employees are correctly classified and we plan to implement your recommendations through the reclassification of employees or the restructuring of job responsibilities. **Our target date for implementation is September 1, 1997.** In the few cases where employees have transferred or resigned from the audited positions, we will fill those vacancies with new staff according to your classification recommendations.*

Section 20:

Inappropriate Reporting Relationships

In the past, our Office reported when we observed situations in which employees were being supervised by someone in the same or a lower salary group. Our Office considered these situations as inappropriate reporting relationships. Supervisory duties indicate a higher level of responsibility, and this should be reflected in the level of compensation (salary group level). While our Office is not reversing our position on inappropriate reporting relationships, we believe same salary group reporting relationships should be reviewed on a case-by-case basis and sometimes are justified. In the following instances, however, we believe the reporting relationships are inappropriate and should be changed or the positions should be restructured and the classifications changed to reflect the new duties and appropriate reporting relationships:

- Position Number 24, Training Specialist V (1784-19), is currently supervised by a Program Administrator III (1565-19).

- Position Number 27, Director of Programs II (1559-21), is currently supervised by another Director of Programs II (1559-21).
- Position Number 37, Director of Programs II (1559-21), is currently supervised by another Director of Programs II (1559-21).
- Position Number 51, Program Administrator II (1564-18), is currently supervised by another Program Administrator II (1564-18).
- Position Number 162, Social Service Administrator IV (5044-21), is currently supervised by a Director of Programs II (1559-21).
- Position Numbers 179, 182, and 188, Directors of Programs II (1559-21), are currently supervised by another Director of Programs II (1559-21).

Management's Response:

*The Texas Workforce Commission agrees with the compensation philosophy that employees with greater responsibility should receive greater compensation. Each of the six supervisory reporting relationships identified in your report have been reviewed to determine the best approach for remedying the lines of reporting. We will correct these cases through the reorganization of supervisory channels, restructuring of the positions, or reclassifying the individual employees. **The implementation target date is September 1, 1997.***

Appendix

Objective, Scope, and Methodology

The Texas Workforce Commission was selected for review in order to monitor its compliance with the Position Classification Act. All full-time classified positions within the Workforce Development Division were reviewed.

In determining whether all full-time classified positions within the Workforce Development Division were appropriately classified, we reviewed:

- State job descriptions
- Position questionnaires completed by the incumbents

- Organizational reporting relationships
- Internal salary relationships

In addition, we interviewed 33 employees.

This review was conducted in accordance with the Position Classification Act, Texas Government Code, Chapter 654, by the following members of the State Auditor's staff:

- Juliette Torres, CCP, PHR (Project Manager)
- Matthew Levitt
- Kelli Dan, CCP, PHR (Audit Manager)

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