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A Classification Compliance Review Report on
**The State's Program Specialist
Positions at Selected Natural
Resources Agencies and
Selected Business and Economic
Development Agencies**

May 2011
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Overall Conclusion

The State Auditor's Office's State Classification Team reviewed 940 Program Specialist positions at selected natural resources agencies and selected business and economic development agencies and determined that 670 (71.3 percent) were classified correctly. The four agencies reviewed included:

- The Texas Workforce Commission (TWC).
- The Texas Commission on Environmental Quality (TCEQ).
- The Texas Department of Transportation (TxDOT).
- The Texas Parks and Wildlife Department (TPWD).

The four agencies took appropriate action to resolve misclassified positions. TPWD reported that it will spend \$9,951 annually to properly classify three positions. There was no cost associated with the agencies' resolution of other misclassified positions.

The agencies should continue to review the use of the Program Specialist job classification series and ensure that they use occupationally specific job classifications when appropriate.

Key Points

The four agencies classified 670 (71.3 percent) of 940 program specialist positions correctly.

Of the 270 misclassified positions, 260 (96.3 percent) were a result of agencies not using a more appropriate and occupationally specific job classification series for those positions. The agencies reclassified 31 (11.5 percent) of the 270 misclassified positions into a Program Supervisor job classification series. Those

Background Information

Texas Government Code, Sections 654.036 (2) and (3), specify that the State Auditor's Office's State Classification Team "shall advise and assist state agencies in equitably and uniformly applying the [state position classification] plan and conduct compliance audits to ensure conformity with the plan."

In July 2009, the State Classification Team conducted a classification compliance review focusing on Program Specialist positions at small and mid-sized agencies (agencies with fewer than 1,000 employees). See *A Classification Compliance Review Report on the State's Program Specialist Positions* (State Auditor's Office Report No. 09-706, July 2009) for the results of that review.

In March 2010, the State Classification Team conducted a classification compliance review focusing on Program Specialist positions at selected public safety and criminal justice agencies. See *A Classification Compliance Review Report on the State's Program Specialist Positions at Selected Public Safety and Criminal Justice Agencies* (State Auditor's Office Report No. 10-705, March 2010) for the results of that review.

The review summarized in this report focused on four agencies in Article VI (Natural Resources) and Article VII (Business and Economic Development) of the General Appropriations Act.

positions had supervisory responsibilities and should be included in the agencies' management-to-staff ratios. (See Appendices 2 through 5 on pages 7-20 for details on the misclassifications at each agency.)

Overall, for the 270 misclassified positions, agencies:

- Reclassified 260 positions (96.3 percent) to a more appropriate and occupationally specific job classification series (for example, a Program Specialist V was reclassified as a Natural Resources Specialist IV).
- Reclassified 6 positions (2.2 percent) to a higher job classification within the Program Specialist job classification series.
- Reclassified 4 positions (1.5 percent) to a lower job classification within the Program Specialist job classification series.

No employees will receive a reduction in salary as a result of the reclassifications.

TPWD reported that it will spend \$9,951 annually to properly classify positions.

The \$9,951 amount is associated with three TPWD positions that were misclassified. Salary increases associated with the reclassification of those three positions ranged from \$2,731 to \$3,610 annually, with an average annual increase of \$3,317 per employee.

Agencies should continue to review the use of the Program Specialist job classification series and ensure that they use occupationally specific job classifications when appropriate.

Proper classification of positions ensures efficient and effective use of resources. Misclassified positions can pose a business risk to agencies through their effect on services and budgets. If employees are classified in positions that are at too high of a level for the work the employees perform, agencies may be paying employees more than their job duties warrant. If employees are classified in positions that are at too low a level for the work they perform, employees could be underpaid.

Although the Program Specialist job classification covers a broad variety of duties and work, agencies should use occupationally specific job classifications whenever possible. This helps to ensure that employees will gain the benefit of pay decisions and market reviews of positions with similar functions, experience, and skills.

Summary of Objective, Scope, and Methodology

The objective of this classification compliance review was to determine whether agencies are conforming to the State's Position Classification Plan by ensuring proper classification of positions.

The scope of this review included positions classified within the Program Specialist job classification series at selected agencies in Articles VI and VII of the General Appropriations Act. Those agencies reviewed included TWC, TCEQ, TxDOT, and TPWD.

The State Classification Team uses the classification method of job evaluation when reviewing positions and determining proper classifications. Classification determinations are primarily based on the comparison of duties and responsibilities being performed with the state job descriptions for each position.

The project was a review; therefore, the information in this report was not subjected to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy.

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Detailed Results

Chapter 1

Program Specialist Positions

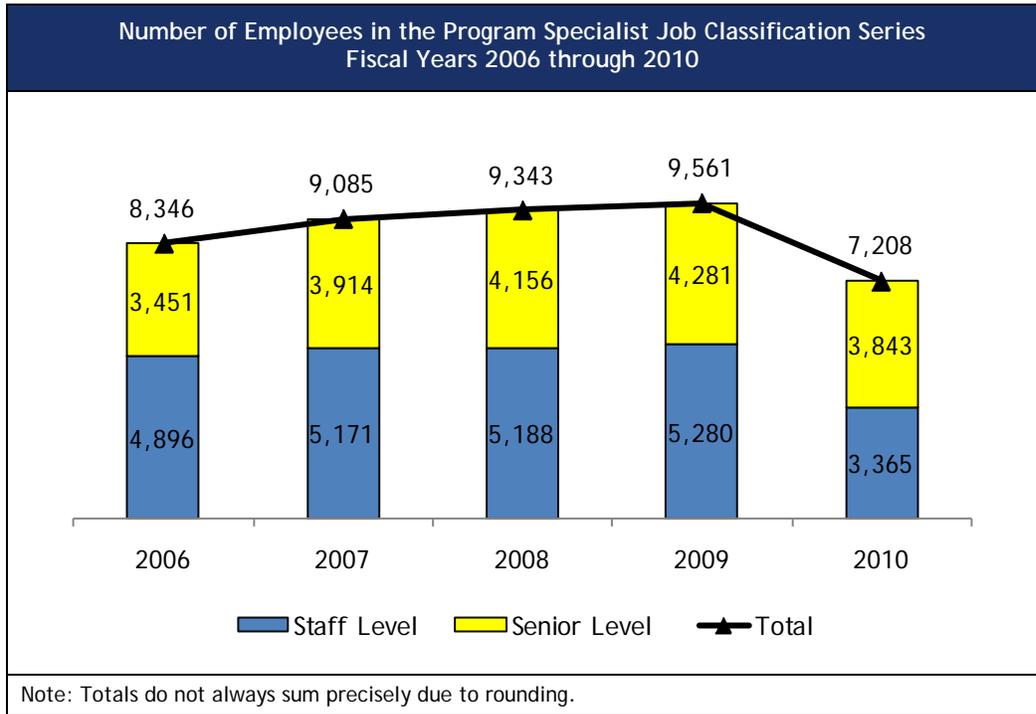
The Program Specialist job classification series is designed to address limited situations in which an occupationally specific job classification does not exist. To be appropriately classified within the Program Specialist job classification series, employees should provide consultative services and technical assistance work involving planning, developing, and implementing an agency program. In addition, there should be no other occupationally specific job classification available within the State's Position Classification Plan.

The use of occupationally specific job classifications ensures consistency of job titles and appropriate salary ranges across state agencies. When an agency uses a general job classification instead of an occupationally specific job classification, there is a risk that the agency is overpaying or underpaying employees because there are no appropriate market comparisons in the public or private sector for a general job classification.

As shown in Figure 1 on the next page, the number of employees within the Program Specialist job classification series increased from fiscal year 2006 to fiscal year 2009. However, between fiscal year 2009 and fiscal year 2010, the number of employees decreased by 2,353 (24.6 percent).

In fiscal year 2010, the State employed 7,208 full- and part-time classified employees in Program Specialist positions. This represented a decrease of 13.6 percent since fiscal year 2006, when a total of 8,346 full- and part-time classified employees were employed in these positions.

Figure 1



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

Definitions

Job Classification - An individual job within a job classification series. Each job classification has a corresponding salary group assignment appropriate for the type and level of work being performed.

Job Classification Series - A hierarchical structure of jobs arranged into job classification titles involving work of the same nature but requiring different levels of responsibility.

Salary Group - A specified level within a salary schedule made up of a salary range with a minimum and maximum salary rate. Assignment of salary groups is based on the type and level of work being done.

Reclassification - The act of changing a position from one job classification to another job classification that better reflects the level or type of work being performed.

The decrease in the number of employees in the Program Specialist job classification series may be attributed, in part, to the two classification compliance reviews of Program Specialist positions that the State Auditor's Office's State Classification Team conducted in fiscal years 2009 and 2010.

In July 2009, the State Classification Team conducted a classification compliance review focusing on Program Specialist positions at small and mid-sized agencies (agencies with fewer than 1,000 employees). That review determined that 926 (82.0 percent) of the 1,129 Program Specialist positions reviewed were appropriately classified.¹

In March 2010, the State Classification Team conducted another classification compliance review focusing on Program Specialist positions at large-sized agencies (agencies with more than 1,000 employees) at selected public safety and criminal justice agencies. That review determined that 418 (48.1 percent) of the 869 Program

¹ See *A Classification Compliance Review Report on the State's Program Specialist Positions*, State Auditor's Office Report No. 09-706, July 2009.

Specialist positions reviewed were appropriately classified.²

The review summarized in this report focused on four agencies in Article VI (Natural Resources) and Article VII (Business and Economic Development) of the General Appropriations Act. The agencies reviewed included the Texas Workforce Commission (TWC), the Texas Commission on Environmental Quality (TCEQ), the Texas Department of Transportation (TxDOT), and the Texas Parks and Wildlife Department (TPWD).

Chapter 1-A

Positions Reviewed

The State Classification Team reviewed 940 Program Specialist positions at TWC, TCEQ, TxDOT, and TPWD and determined that 670 (71.3 percent) were classified correctly. To address each potential misclassification, agencies could reclassify a position to a job classification title consistent with the work performed, change a position's duties to conform to the assigned job classification title, or provide justification to explain why a position was appropriately classified. The four agencies took appropriate action to resolve the 270 misclassified positions.

Table 1 provides a summary of the positions reviewed and the number of positions that were misclassified at each agency.

Table 1

Summary of Employee Positions Reviewed by Agency				
Agency No.	Agency	Number of Positions Reviewed	Number of Positions Misclassified	Percent of Positions Misclassified
320	TWC	340	17	5.0%
582	TCEQ	215	78	36.3%
601	TxDOT	147	28	19.0%
802	TPWD	238	147	61.8%
Totals		940	270	28.7%

² See *A Classification Compliance Review Report on the State's Program Specialist Positions at Selected Public Safety and Criminal Justice Agencies*, State Auditor's Office Report No. 10-705, March 2010.

Misclassified Positions

Of the 270 misclassified positions, 260 (96.3 percent) were misclassified as a result of agencies not using a more appropriate and occupationally specific job classification series. Agencies reclassified 31 (11.5 percent) of the 270 misclassified positions into a Program Supervisor job classification series. Those positions had supervisory responsibilities and should be included in the agencies' management-to-staff ratios.

Table 2 summarizes the actions that the agencies took to address the 270 misclassified positions.

Table 2

Summary of Misclassified Positions						
Action Taken	TWC	TCEQ	TxDOT	TPWD	Total Positions Reclassified at All Agencies Reviewed	Percent of Misclassifications
Positions reclassified into a different job classification series.	16	76	23	145	260	96.3%
Positions reclassified into the same job classification series with a higher salary group.	1	0	4	1	6	2.2%
Positions reclassified into the same job classification series with a lower salary group.	0	2	1	1	4	1.5%
Totals	17	78	28	147	270	100.0%

TPWD was the only agency of the four agencies reviewed that reported a cost increase associated with the reclassifications. Specifically, TPWD reported that it will spend a total of \$9,951 annually to properly classify three positions that were misclassified. Salary increases ranged from \$2,731 to \$3,610 annually, with an average annual increase of \$3,317 per employee.

The four agencies reviewed reclassified 267 (98.9 percent) of the 270 misclassified positions without a change in salary. No employee's salary will be reduced as a result of the reclassifications the agencies made.

Appendices

Appendix 1

Objective, Scope, and Methodology

Objective

The objective of this classification review was to determine whether agencies are conforming to the State's Position Classification Plan by ensuring proper classification of positions.

Scope

The scope of this review included positions classified within the Program Specialist job classification series at four agencies in Article VI (Natural Resources) and Article VII (Business and Economic Development) of the General Appropriations Act. Those agencies reviewed included the Texas Workforce Commission, the Texas Commission on Environmental Quality, the Texas Department of Transportation, and the Texas Parks and Wildlife Department.

Methodology

In determining whether positions are appropriately classified, the State Classification Team reviewed the following:

- State job descriptions.
- Surveys completed by employees and verified by their supervisors.
- Internal salary relationships.

The State Classification Team uses the classification method of job evaluation when reviewing positions and determining proper classifications. Classification determinations are primarily based on the comparison of duties and responsibilities being performed with the state job description for each position.

When determining proper classification, the State Classification Team does not focus on specific differences between one level and the next in a job classification series (for example, a Program Specialist I position compared with a Program Specialist II position). Instead, the State Classification Team considers whether a position is appropriately classified within broad responsibility levels such as staff Program Specialists (Program Specialist I,

Program Specialist II, and Program Specialist III positions) or senior Program Specialists (Program Specialist IV, Program Specialist V, Program Specialist VI, and Program Specialist VII positions).

The State Classification Team has an automated job evaluation process. A database was populated with information regarding the employees whose positions were being reviewed. Staff members in the human resources departments of the four agencies reviewed and verified the information in that database to ensure that all positions were included. Employees were then asked to complete online surveys describing the work they perform and the percentage of time they spend performing their duties. Supervisors were asked to review and verify employees' survey responses.

After the State Classification Team's review and analysis of completed surveys, an initial determination was made about whether the positions were appropriately classified. Agencies were given the opportunity to review and address potential misclassifications.

To address each potential misclassification, agencies could reclassify an employee to a job classification title consistent with the work performed, change the employee's duties to conform to the assigned job classification title, or provide justification to explain why an employee was appropriately classified.

Project Information

Fieldwork was conducted from January 2011 through April 2011. This review was conducted under the requirements of Texas Government Code, Section 654.036 (3). This project was a review; therefore, the information in this report was not subjected to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy.

The following members of the State Auditor's staff performed this review:

- Juliette Torres, CCP, PHR (Project Manager)
- Sharon Schneider, PHR
- Charles P. Dunlap, Jr., CPA (Quality Control Reviewer)
- Nicole Guerrero, MBA, CIA, CGAP, CICA (Audit Manager)

Summary of Misclassified Positions at the Texas Workforce Commission

A total of 340 positions were reviewed at the Texas Workforce Commission (TWC). Of those 340 positions, 17 (5.0 percent) were misclassified. TWC took appropriate action to address the misclassified positions. Specifically, TWC:

- Reclassified 16 (94.1 percent) of the 17 misclassified positions into a different job classification series (see Table 3 on the next page).
- Reclassified 1 (5.9 percent) of the 17 misclassified positions into the same job classification series with a higher salary group (see Table 4 on the next page).

Many of TWC's Program Specialists conduct hearings to determine whether an individual is eligible for unemployment insurance benefits. Because of this, both TWC and the State Auditor's Office's State Classification Team will review those positions during a review of the State's Position Classification Plan to be conducted in fiscal year 2012. That review will help to determine whether it would be appropriate to recommend the addition of a new job classification series such as Hearings Officer to the State's Position Classification Plan. Adding a new job classification series would enable TWC to classify those positions more appropriately within an occupationally specific job classification series. It would also help to ensure that those positions are in salary groups that are appropriate for the work being performed.

To protect the confidentiality of the employees whose positions were misclassified, each employee was assigned an employee number.

Table 3 shows the 16 employee positions that TWC reclassified into a different job classification series.

Table 3

Positions TWC Reclassified into Different Job Classification Series		
Employee Number	Former Job Classification Title	Job Classification Title After Reclassification
19	Program Specialist I	Contract Specialist II
34	Program Specialist VI	Management Analyst IV
62	Program Specialist VI	Attorney III
100	Program Specialist VI	Attorney III
117	Program Specialist IV	Contract Specialist III
151	Program Specialist I	Audio/Visual Technician IV
153	Program Specialist IV	Contract Specialist III
253	Program Specialist III	Editor II
261	Program Specialist II	Editor II
270	Program Specialist IV	Contract Specialist III
284	Program Specialist IV	Contract Specialist III
291	Program Specialist III	Information Specialist III
297	Program Specialist V	Program Supervisor III
317	Program Specialist II	Investigator III
329	Program Specialist V	Contract Specialist IV
331	Program Specialist II	Training Specialist III

Table 4 shows the one employee position that TWC reclassified within the same job classification series but at a higher salary group.

Table 4

Position TWC Reclassified within the Same Job Classification Series With a Higher Salary Group		
Employee Number	Former Job Classification Title	Job Classification Title After Reclassification
290	Program Specialist II	Program Specialist III

Summary of Misclassified Positions at the Texas Commission on Environmental Quality

A total of 215 positions were reviewed at the Texas Commission on Environmental Quality (TCEQ). Of those 215 positions, 78 (36.3 percent) were misclassified. TCEQ took appropriate action to address the misclassified positions. Specifically, TCEQ:

- Reclassified 76 (97.4 percent) of the 78 misclassified positions into a different job classification series (see Table 5).
- Reclassified 2 (2.6 percent) of the 78 misclassified positions into the same job classification series with a lower salary group (see Table 6 on page 12). No employees will receive a reduction in salary.

To protect the confidentiality of the employees whose positions were misclassified, each employee was assigned an employee number.

Table 5 shows the 76 employee positions that TCEQ reclassified into a different job classification series.

Table 5

Positions TCEQ Reclassified into Different Job Classification Series		
Employee Number	Former Job Classification Title	Job Classification Title After Reclassification
6	Program Specialist II	Natural Resources Specialist II
9	Program Specialist III	License and Permit Specialist V
11	Program Specialist III	License and Permit Specialist IV
14	Program Specialist VII	Geoscientist V
16	Program Specialist II	Contract Specialist II
17	Program Specialist I	License and Permit Specialist III
22	Program Specialist IV	Contract Specialist IV
27	Program Specialist V	Natural Resources Specialist IV
31	Program Specialist IV	License and Permit Specialist IV
32	Program Specialist III	License and Permit Specialist IV
33	Program Specialist I	Information Specialist II
34	Program Specialist II	Information Specialist III
35	Program Specialist IV	Contract Specialist III
37	Program Specialist III	License and Permit Specialist V

Positions TCEQ Reclassified into Different Job Classification Series		
Employee Number	Former Job Classification Title	Job Classification Title After Reclassification
38	Program Specialist IV	Contract Specialist III
47	Program Specialist IV	Systems Support Specialist IV
48	Program Specialist VI	Natural Resources Specialist V
51	Program Specialist II	Grant Coordinator I
52	Program Specialist VI	Natural Resources Specialist V
55	Program Specialist VI	Natural Resources Specialist V
64	Program Specialist II	License and Permit Specialist III
67	Program Specialist IV	Information Specialist III
75	Program Specialist III	License and Permit Specialist IV
80	Program Specialist VI	Natural Resources Specialist V
84	Program Specialist IV	Grant Coordinator II
86	Program Specialist I	License and Permit Specialist III
87	Program Specialist II	Grant Coordinator I
90	Program Specialist III	Training Specialist IV
94	Program Specialist III	License and Permit Specialist IV
95	Program Specialist IV	License and Permit Specialist V
99	Program Specialist IV	License and Permit Specialist IV
100	Program Specialist VI	Program Supervisor IV
102	Program Specialist III	License and Permit Specialist IV
105	Program Specialist II	Grant Coordinator I
106	Program Specialist V	Training Specialist V
108	Program Specialist IV	Grant Coordinator II
112	Program Specialist VI	Natural Resources Specialist V
113	Program Specialist III	Information Specialist III
116	Program Specialist IV	Natural Resources Specialist IV
118	Program Specialist IV	License and Permit Specialist IV
122	Program Specialist IV	License and Permit Specialist IV
126	Program Specialist IV	License and Permit Specialist IV
127	Program Specialist VI	Contract Specialist V
128	Program Specialist III	Grant Coordinator I
134	Program Specialist III	License and Permit Specialist V
136	Program Specialist III	License and Permit Specialist IV

Positions TCEQ Reclassified into Different Job Classification Series		
Employee Number	Former Job Classification Title	Job Classification Title After Reclassification
137	Program Specialist III	License and Permit Specialist V
139	Program Specialist II	Training Specialist IV
141	Program Specialist II	Information Specialist II
144	Program Specialist III	License and Permit Specialist IV
145	Program Specialist III	License and Permit Specialist IV
148	Program Specialist II	License and Permit Specialist III
153	Program Specialist I	License and Permit Specialist III
154	Program Specialist III	License and Permit Specialist V
155	Program Specialist I	License and Permit Specialist III
162	Program Specialist VI	Natural Resources Specialist V
167	Program Specialist IV	Executive Assistant III
168	Program Specialist IV	Grant Coordinator II
169	Program Specialist VI	Program Supervisor IV
177	Program Specialist III	Grant Coordinator I
183	Program Specialist I	Natural Resources Specialist II
184	Program Specialist IV	Natural Resources Specialist III
185	Program Specialist V	Natural Resources Specialist IV
189	Program Specialist VII	Planner V
193	Program Specialist III	License and Permit Specialist V
196	Program Specialist III	License and Permit Specialist IV
203	Program Specialist II	License and Permit Specialist III
206	Program Specialist IV	Planner III
208	Program Specialist IV	Grants Coordinator II
213	Program Specialist V	Executive Assistant III
214	Program Specialist II	License and Permit Specialist IV
218	Program Specialist V	Natural Resources Specialist V
219	Program Specialist II	License and Permit Specialist III
222	Program Specialist III	License and Permit Specialist III
231	Program Specialist VI	Program Supervisor IV
234	Program Specialist II	Information Specialist II

Table 6 shows the two employee positions that TCEQ reclassified within the same job classification series but at a lower salary group.

Table 6

Positions TCEQ Reclassified within the Same Job Classification Series With a Lower Salary Group		
Employee Number	Former Job Classification Title	Job Classification Title After Reclassification
146	Program Specialist IV	Program Specialist III
229	Program Specialist IV	Program Specialist III

Summary of Misclassified Positions at the Texas Department of Transportation

A total of 147 positions were reviewed at the Texas Department of Transportation (TxDOT). Of those 147 positions, 28 (19.0 percent) were misclassified. TxDOT took appropriate action to address the misclassified positions. Specifically, TxDOT:

- Reclassified 23 (82.1 percent) of the 28 misclassified positions into a different job classification series (see Table 7).
- Reclassified 4 (14.3 percent) of the 28 misclassified positions into the same job classification series with a higher salary group (see Table 8 on the next page).
- Reclassified 1 (3.6 percent) of the 28 misclassified positions into the same job classification series with a lower salary group (see Table 9 on the next page). The employee will not receive a reduction in salary.

To protect the confidentiality of the employees whose positions were misclassified, each employee was assigned an employee number.

Table 7 shows the 23 employee positions that TxDOT reclassified into a different job classification series.

Table 7

Positions TxDOT Reclassified into Different Job Classification Series		
Employee Number	Former Job Classification Title	Job Classification Title After Reclassification
1	Program Specialist V	Accountant V
5	Program Specialist V	Property Manager III
24	Program Specialist III	Accountant IV
25	Program Specialist I	License and Permit Specialist IV
26	Program Specialist VI	Information Specialist V
31	Program Specialist V	Information Specialist IV
35	Program Specialist V	Budget Analyst III
37	Program Specialist V	Engineering Specialist VI
41	Program Specialist III	Information Specialist III
57	Program Specialist II	License and Permit Specialist IV
65	Program Specialist I	Administrative Assistant V

Positions TxDOT Reclassified into Different Job Classification Series		
Employee Number	Former Job Classification Title	Job Classification Title After Reclassification
68	Program Specialist I	License and Permit Specialist IV
71	Program Specialist III	Executive Assistant II
72	Program Specialist I	License and Permit Specialist IV
75	Program Specialist IV	Ombudsman III
97	Program Specialist I	License and Permit Specialist IV
101	Program Specialist V	Contract Specialist IV
103	Program Specialist I	Administrative Assistant V
104	Program Specialist III	Executive Assistant II
130	Program Specialist VI	Management Analyst IV
135	Program Specialist II	License and Permit Specialist IV
139	Program Specialist I	License and Permit Specialist IV
147	Program Specialist I	Transportation Maintenance Specialist IV

Table 8 shows the four employee positions that TxDOT reclassified within the same job classification series but at a higher salary group.

Table 8

Positions TxDOT Reclassified within the Same Job Classification Series With a Higher Salary Group		
Employee Number	Former Job Classification Title	Job Classification Title After Reclassification
52	Program Specialist III	Program Specialist IV
64	Program Specialist III	Program Specialist IV
112	Program Specialist III	Program Specialist IV
144	Program Specialist I	Program Specialist IV

Table 9 shows the one employee position that TxDOT reclassified within the same job classification series but at a lower salary group.

Table 9

Position TxDOT Reclassified within the Same Job Classification Series With a Lower Salary Group		
Employee Number	Former Job Classification Title	Job Classification Title After Reclassification
51	Program Specialist V	Program Specialist III

Summary of Misclassified Positions at the Texas Parks and Wildlife Department

A total of 238 positions were reviewed at the Texas Parks and Wildlife Department (TPWD). Of those 238 positions, 147 (61.8 percent) were misclassified. TPWD took appropriate action to address the misclassified positions. Specifically, TPWD:

- Reclassified 145 (98.6 percent) of the 147 misclassified positions into a different job classification series (see Table 10).
- Reclassified 1 (0.7 percent) of the 147 misclassified positions into the same job classification series with a higher salary group (see Table 11 on page 20).
- Reclassified 1 (0.7 percent) of the 147 misclassified positions into the same job classification series with a lower salary group (see Table 12 on page 20). The employee will not receive a reduction in salary.

To protect the confidentiality of the employees whose positions were misclassified, each employee was assigned an employee number.

Table 10 shows the 145 employee positions that TPWD reclassified into a different job classification series. Three of the reclassifications resulted in salary increases totaling \$9,951 annually, with an average increase of \$3,317.

Table 10

Positions TPWD Reclassified into Different Job Classification Series		
Employee Number	Former Job Classification Title	Job Classification Title After Reclassification
2	Program Specialist III	Auditor III
6	Program Specialist III	Volunteer Services Coordinator IV
7	Program Specialist VI	Program Supervisor IV
9	Program Specialist V	Natural Resources Specialist IV
11	Program Specialist V	Natural Resources Specialist V
13	Program Specialist II	Staff Services Officer I
16	Program Specialist II	Contract Specialist II
20	Program Specialist V	Natural Resources Specialist IV
22	Program Specialist IV	Program Supervisor III
23	Program Specialist VI	Program Supervisor IV

Positions TPWD Reclassified into Different Job Classification Series		
Employee Number	Former Job Classification Title	Job Classification Title After Reclassification
24	Program Specialist VI	Natural Resources Specialist V
25	Program Specialist IV	Natural Resources Specialist IV
26	Program Specialist VI	Program Supervisor IV
29	Program Specialist III	Natural Resources Specialist III
32	Program Specialist V	Natural Resources Specialist IV
34	Program Specialist V	Program Supervisor III
38	Program Specialist IV	Natural Resources Specialist IV
39	Program Specialist IV	Natural Resources Specialist IV
40	Program Specialist V	Natural Resources Specialist IV
42	Program Specialist V	Natural Resources Specialist IV
44	Program Specialist VI	Program Supervisor IV
46	Program Specialist V	Natural Resources Specialist IV
47	Program Specialist V	Natural Resources Specialist IV
48	Program Specialist IV	Research Specialist IV
49	Program Specialist II	Natural Resources Specialist II
50	Program Specialist VI	Program Supervisor IV
51	Program Specialist III	Auditor III
53	Program Specialist V	Natural Resources Specialist IV
54	Program Specialist V	Natural Resources Specialist IV
55	Program Specialist V	Archeologist III
56	Program Specialist V	Program Supervisor III
58	Program Specialist V	Natural Resources Specialist IV
60	Program Specialist V	Natural Resources Specialist IV
61	Program Specialist V	Grants Coordinator III
62	Program Specialist VI	Project Manager I
63	Program Specialist IV	Program Supervisor III
65	Program Specialist IV	Geographic Information Specialist III
66	Program Specialist V	Natural Resources Specialist IV
68	Program Specialist VI	Grant Coordinator III
70	Program Specialist III	Auditor III
71	Program Specialist V	Natural Resources Specialist IV
72	Program Specialist IV	Purchaser V

Positions TPWD Reclassified into Different Job Classification Series		
Employee Number	Former Job Classification Title	Job Classification Title After Reclassification
74	Program Specialist V	Research Specialist IV
75	Program Specialist III	Purchaser V
76	Program Specialist V	Natural Resources Specialist IV
77	Program Specialist V	Marketing Specialist IV
80	Program Specialist VI	Natural Resources Specialist V
85	Program Specialist V	Natural Resources Specialist IV
86	Program Specialist VI	Program Supervisor IV
87	Program Specialist VI	Program Supervisor IV
89	Program Specialist VI	Program Supervisor IV
93	Program Specialist V	Natural Resources Specialist IV
94	Program Specialist III	Research Specialist III
95	Program Specialist V	Program Supervisor III
101	Program Specialist IV	Natural Resources Specialist IV
102	Program Specialist V	Natural Resources Specialist IV
104	Program Specialist II	Executive Assistant II
105	Program Specialist V	Archeologist III
107	Program Specialist VI	Program Supervisor IV
108	Program Specialist IV	Natural Resources Specialist IV
112	Program Specialist V	Natural Resources Specialist IV
116	Program Specialist IV	Grant Coordinator II
117	Program Specialist V	Natural Resources Specialist IV
118	Program Specialist IV	Purchaser V
119	Program Specialist V	Grant Coordinator III
124	Program Specialist V	Natural Resources Specialist IV
125	Program Specialist V	Natural Resources Specialist IV
126	Program Specialist VI	Program Supervisor IV
127	Program Specialist V	Natural Resources Specialist IV
129	Program Specialist VI	Natural Resources Specialist V
130	Program Specialist V	Natural Resources Specialist IV
131	Program Specialist IV	Research Specialist IV
132	Program Specialist VI	Program Supervisor IV
133	Program Specialist III	Natural Resources Specialist III

Positions TPWD Reclassified into Different Job Classification Series		
Employee Number	Former Job Classification Title	Job Classification Title After Reclassification
135	Program Specialist V	Natural Resources Specialist IV
136	Program Specialist V	Natural Resources Specialist IV
137	Program Specialist VI	Program Supervisor IV
139	Program Specialist V	Archeologist III
141	Program Specialist V	Archeologist III
143	Program Specialist V	Natural Resources Specialist IV
144	Program Specialist VI	Program Supervisor IV
146	Program Specialist V	Archeologist III
147	Program Specialist V	Natural Resources Specialist IV
149	Program Specialist II	Marketing Specialist III
150	Program Specialist V	Archeologist III
152	Program Specialist VI	Program Supervisor IV
153	Program Specialist V	Natural Resources Specialist IV
154	Program Specialist V	Natural Resources Specialist IV
155	Program Specialist IV	Natural Resources Specialist III
156	Program Specialist V	Natural Resources Specialist IV
157	Program Specialist VI	Program Supervisor IV
158	Program Specialist V	Natural Resources Specialist IV
159	Program Specialist V	Natural Resources Specialist IV
160	Program Specialist III	Geographic Information Specialist II
161	Program Specialist V	Natural Resources Specialist IV
162	Program Specialist V	Natural Resources Specialist IV
163	Program Specialist V	Natural Resources Specialist IV
165	Program Specialist VI	Program Supervisor IV
166	Program Specialist V	Program Supervisor III
169	Program Specialist V	Natural Resources Specialist IV
171	Program Specialist V	Natural Resources Specialist IV
172	Program Specialist V	Research Specialist IV
174	Program Specialist VI	Natural Resources Specialist V
175	Program Specialist V	Natural Resources Specialist IV
177	Program Specialist V	Natural Resources Specialist IV
179	Program Specialist VI	Program Supervisor IV

Positions TPWD Reclassified into Different Job Classification Series		
Employee Number	Former Job Classification Title	Job Classification Title After Reclassification
180	Program Specialist V	Archeologist III
182	Program Specialist III	Natural Resources Specialist III
183	Program Specialist VI	Grant Coordinator III
185	Program Specialist V	Natural Resources Specialist V
186	Program Specialist III	Natural Resources Specialist III
187	Program Specialist V	Natural Resources Specialist IV
188	Program Specialist VI	Geographic Information Specialist IV
189	Program Specialist III	Program Supervisor II
190	Program Specialist V	Natural Resources Specialist IV
195	Program Specialist V	Natural Resources Specialist IV
196	Program Specialist V	Natural Resources Specialist IV
197	Program Specialist V	Natural Resources Specialist IV
198	Program Specialist V	Natural Resources Specialist IV
200	Program Specialist V	Grant Coordinator III
202	Program Specialist V	Natural Resources Specialist IV
203	Program Specialist VI	Program Supervisor IV
204	Program Specialist V	Program Supervisor III
206	Program Specialist IV	Research Specialist IV
212	Program Specialist VI	Natural Resources Specialist V
215	Program Specialist II	Natural Resources Specialist II
216	Program Specialist III	Property Manager II
217	Program Specialist V	Natural Resources Specialist IV
218	Program Specialist VI	Natural Resources Specialist V
219	Program Specialist IV	Natural Resources Specialist IV
220	Program Specialist V	Natural Resources Specialist IV
221	Program Specialist V	Natural Resources Specialist IV
222	Program Specialist V	Auditor IV
223	Program Specialist IV	Geographic Information Specialist III
224	Program Specialist V	Auditor IV
225	Program Specialist III	Auditor III
226	Program Specialist V	Purchaser VI
230	Program Specialist V	Natural Resources Specialist IV

Positions TPWD Reclassified into Different Job Classification Series		
Employee Number	Former Job Classification Title	Job Classification Title After Reclassification
233	Program Specialist V	Grant Coordinator III
234	Program Specialist IV	Geographic Information Specialist III
236	Program Specialist V	Natural Resources Specialist IV
237	Program Specialist IV	Natural Resources Specialist IV
238	Program Specialist V	Natural Resources Specialist IV
240	Program Specialist V	Natural Resources Specialist IV
241	Program Specialist VI	Program Supervisor IV

Table 11 shows the one employee position that TPWD reclassified within the same job classification series but at a higher salary group.

Table 11

Position TPWD Reclassified within the Same Job Classification Series With a Higher Salary Group		
Employee Number	Former Job Classification Title	Job Classification Title After Reclassification
148	Program Specialist III	Program Specialist IV

Table 12 shows the one employee position that TPWD reclassified within the same job classification series but at a lower salary group.

Table 12

Position TPWD Reclassified within the Same Job Classification Series With a Lower Salary Group		
Employee Number	Former Job Classification Title	Job Classification Title After Reclassification
21	Program Specialist IV	Program Specialist III

Salary Range and Average Salary by Agency and Job Classification Title

Table 13 shows the minimum, maximum, and average salary by agency and job classification title for employees within this review.

Table 13

Minimum, Maximum, and Average Salary by Agency and Job Classification Title					
Agency	Job Classification Title	Headcount	Minimum Salary	Maximum Salary	Average Salary
320-Texas Workforce Commission	Program Specialist I	56	\$36,764	\$54,145	\$41,066
	Program Specialist II	150	\$38,146	\$56,287	\$45,242
	Program Specialist III	62	\$40,816	\$58,475	\$50,066
	Program Specialist IV	47	\$45,807	\$66,180	\$55,106
	Program Specialist V	11	\$47,580	\$68,794	\$60,457
	Program Specialist VI	12	\$58,474	\$83,640	\$69,161
	Program Specialist VII	2	\$85,926	\$90,000	\$87,963
582- Texas Commission on Environmental Quality	Program Specialist I	21	\$35,651	\$51,396	\$38,593
	Program Specialist II	33	\$38,146	\$57,380	\$41,487
	Program Specialist III	40	\$40,816	\$60,655	\$46,401
	Program Specialist IV	57	\$43,673	\$67,269	\$52,747
	Program Specialist V	28	\$46,731	\$73,042	\$60,007
	Program Specialist VI	23	\$56,776	\$83,763	\$71,842
	Program Specialist VII	13	\$61,254	\$96,018	\$78,773
601-Texas Department of Transportation	Program Specialist I	32	\$35,700	\$53,997	\$45,424
	Program Specialist II	12	\$43,243	\$54,768	\$46,914
	Program Specialist III	28	\$43,886	\$65,306	\$56,173
	Program Specialist IV	13	\$46,954	\$64,983	\$60,612
	Program Specialist V	35	\$46,731	\$74,769	\$65,325
	Program Specialist VI	26	\$54,000	\$84,355	\$69,649
	Program Specialist VII	1	\$91,625	\$91,625	\$91,625
809- Texas Parks and Wildlife Department	Program Specialist I	8	\$38,603	\$40,444	\$39,425
	Program Specialist II	12	\$42,240	\$50,889	\$46,813
	Program Specialist III	25	\$44,518	\$59,976	\$50,284
	Program Specialist IV	35	\$46,392	\$60,145	\$52,538
	Program Specialist V	119	\$49,162	\$71,549	\$57,332
	Program Specialist VI	38	\$59,000	\$75,241	\$64,167
	Program Specialist VII	1	\$65,000	\$65,000	\$65,000
All Agencies		940	\$35,651	\$96,018	\$52,888

Related State Auditor's Office Work

Related State Auditor's Office Work		
Number	Product Name	Release Date
10-705	A Classification Compliance Review Report on the State's Program Specialist Positions at Selected Public Safety and Criminal Justice Agencies	March 2010
09-706	A Classification Compliance Review Report on the State's Program Specialist Positions	July 2009

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