

# Wisconsin Human Resources Handbook

## Chapter 330

### Preparation and Use of Organization Charts

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#### Sec. 330.010 Introduction

This chapter will provide guidance on the use and the information that should be included on the organization chart. The organization chart provides significant visual information in conjunction with the position description (PD). Along with the PD, classification specifications, comparison positions, and work product examples, the organization chart assists as an additional important piece of information in making classification decisions and maintaining the classification system.

#### Sec. 330.020 Statutory Authority

1. "Powers and duties of the director. (1) The director is charged with the effective administration of this chapter. All powers and duties, necessary to that end, which are not exclusively vested by statute in the commission, the administrator or appointing authorities, are reserved to the director." s. 230.04, Wis. Stats.
2. "Powers and duties of appointing authorities. Provide the director with current information relative to the assignment of duties to permanent classified positions in his or her agency." s. 230.06(1)(c) Wis. Stats. See also s. 3.03, Wis. Adm. Code.

#### Sec. 330.030 Information Required

Information contained on an organization chart should provide a picture of:

1. The hierarchy of the agency.
2. The work unit structures and names.
3. Reporting relationships.
4. Name and classification of each employee or vacancy.
5. Official work unit names.

6. Date of publication.

The organization charts may include other useful information such as pay range, working title, position number, full time equivalency (FTE) of each position, list of work unit responsibilities, etc. (See Attachments 1A and 1B)

### **Sec. 330.040 Use of the Organization Chart**

Organization charts provide supplemental information to the PD and assist in making sound classification decisions. In a traditional organization chart with boxes and lines, a solid line signifies a direct reporting relationship and a broken line signifies a more informal relationship. Organization charts may be used to:

1. Identify specific managerial and supervisory terms, per s. 15.02, Wis. Stats.:
  - a. Division Administrator
  - b. Bureau Director
  - c. Section Chief
  - d. Unit Supervisor
  - e. Deputy
  - f. Assistant
2. Assist in determining if the assignment of duties for reclassification or reallocation requests are logical or arbitrary. (See Attachment 2)
3. Confirm the need for a confidential designation for a position. (See Attachment 3)
4. Confirm the management, supervisor, or lead worker designations. (See Attachment 4)
5. Identify positions performing similar or contrasting work for comparison/contrasting purposes.

Example: A PD submitted indicates a position has sole responsibility for a function that would place it at an advanced level in the classification series. However, the organization chart indicates that other positions may have similar responsibilities. This situation would require a more in-depth review of the specific delegation of job duties in the work unit.

6. Determine if a change in the level of accountability is appropriate as a reallocation for a position such as that resulting from reorganization when the change in level of accountability is the determinant factor for the change in classification, per Wisconsin Human Resources Handbook (WHRH) Chapter 370. (See Attachment 5)

### **Sec. 330.050 When to Include an Organization Chart**

Organization charts **must** accompany all PDs for non-delegated transactions submitted to the Office of State Employment Relations (OSER) with formal transactions such as certification requests, reclassification requests, reallocation requests, and reorganization reviews. Organization charts must be provided for the following:

1. **Manager:** Include the work unit structure above the position (indicating to whom the manager reports) and all the work units for which the position is responsible.
2. **Supervisor:** Include the work unit structure above the position (indicating the next level of supervisor or manager) and all the work units the position is responsible for, including staff who may report to a subordinate level supervisor.
3. **Staff:** Include the complete work unit structure where the position is located.

**Note:** An agency is not required to provide an organization chart for every PD submitted to OSER if complete and routinely updated agency organization charts are kept on file at OSER, or they are of sufficient detail, regularly maintained and available on the agency's internet site.

An organization chart is not required for position descriptions sent to OSER as an "update," with the exception of supervisory and managerial positions. However, attaching organization charts to updated position descriptions is often useful in tracking changes and may facilitate the review of pending and future transactions.

### **Sec. 330.060 Administrative Information**

This is a new chapter, created to assist agencies in creating and using organization charts. The chapter was revised August 2010 to refer to the WHRH Chapter 370 in lieu of the old WPM Chapter 332.

### **Sec. 330.070 Attachments**

The attached organization charts are for instructional purposes as a format that may be copied and to provide examples of the type of information that may assist in classifying positions.

1. Attachments 1a and 1b: A suggested style for an organization chart.

**Note:** While this style is not required, the information mentioned in section 330.030 of this handbook chapter is required.

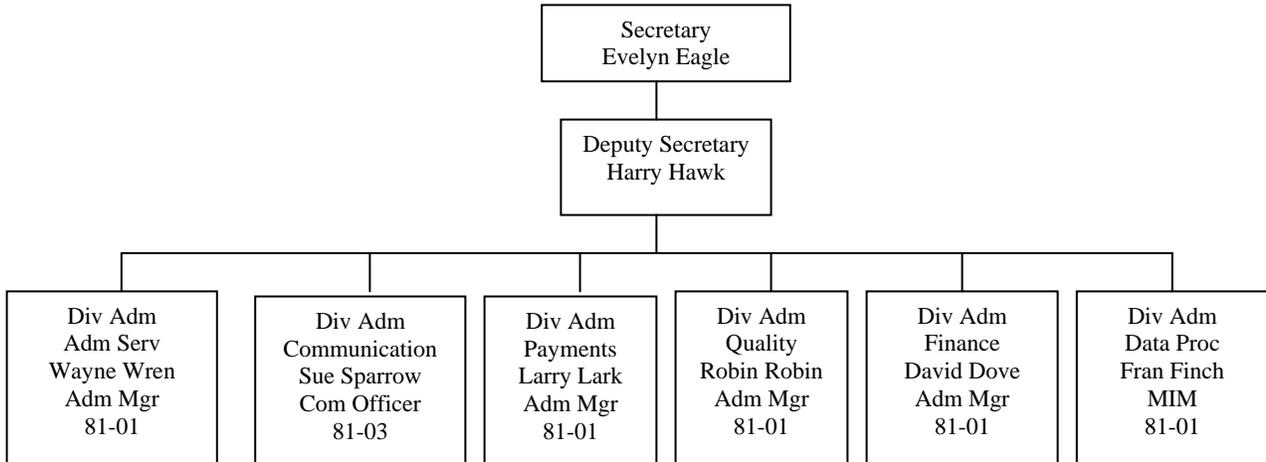
2. Attachment 2: Examples of possible situations of arbitrary or logical assignment of duties.
3. Attachment 3: Examples of appropriate/inappropriate confidential exclusion requests.
4. Attachment 4: Examples of supervisory and non-supervisory positions.
5. Attachment 5a and 5b: Examples of an appropriate and an inappropriate use of the designation for change in the level of accountability of a position such as that resulting from reorganization.

**Note:** The organization chart is not the only factor to consider in making classification decisions, but is used in conjunction with the PD, classification specifications, comparison positions, and work product examples.

ORGANIZATION CHARTS

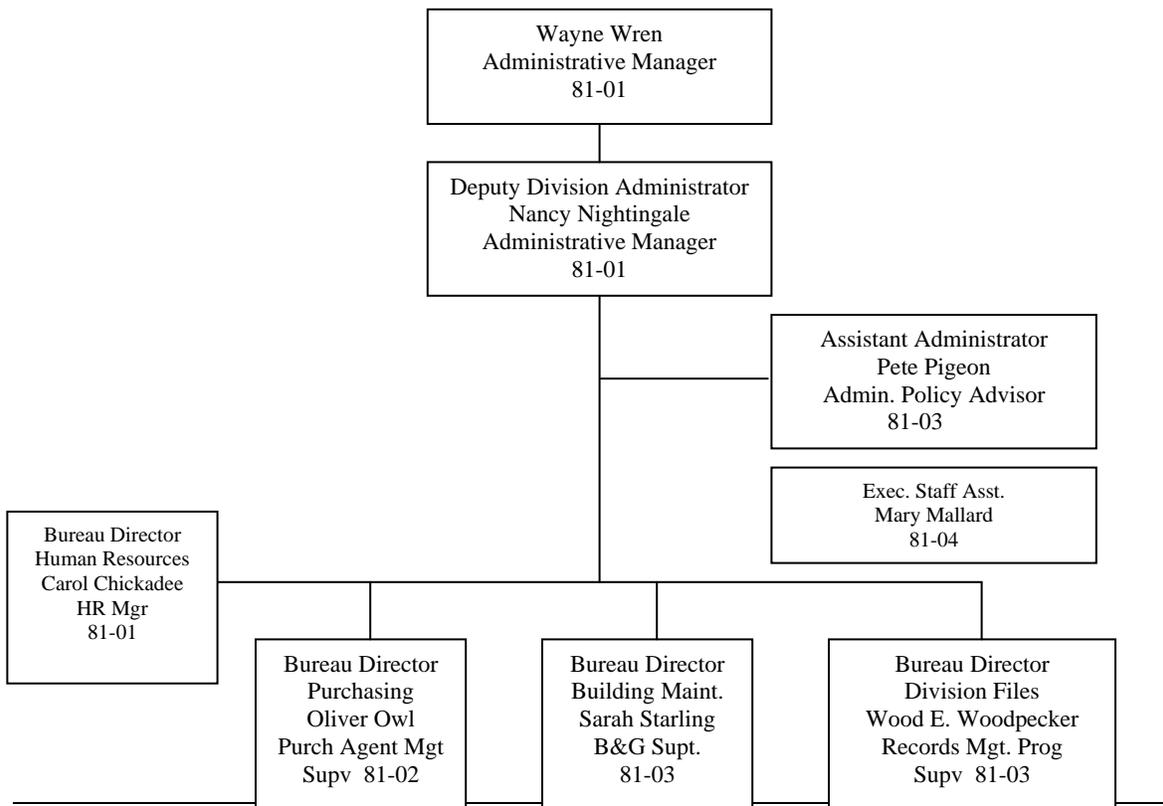
Page 1

**DEPARTMENT OF ANIMALS AND LEGITIMATE LAWS**



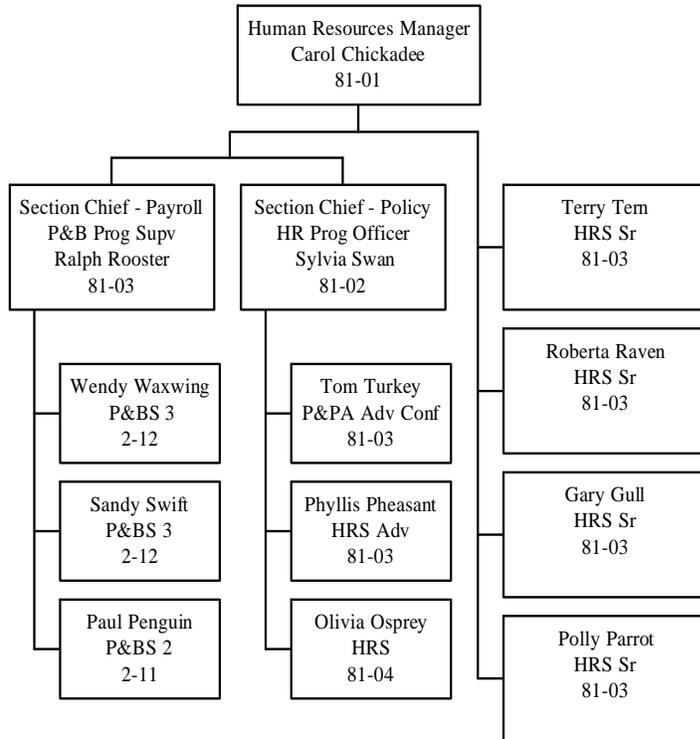
Page 2

**DEPARTMENT OF ALL  
ADMINISTRATION SERVICES DIVISION**

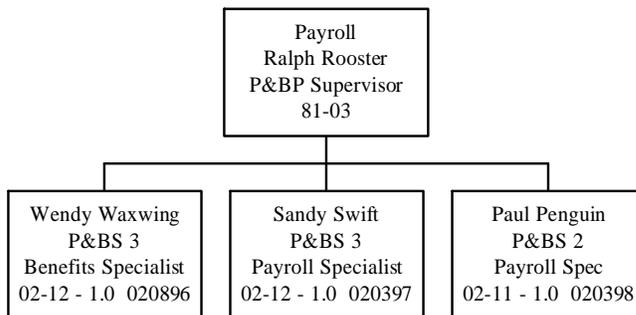


**ORGANIZATION CHARTS**

**DEPARTMENT OF ALL  
ADMINISTRATIVE SERVICES DIVISION  
BUREAU OF PERSONNEL**

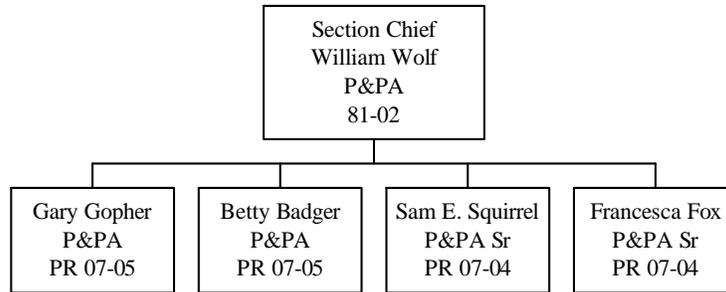


**DEPARTMENT OF ALL  
ADMINISTRATIVE SERVICES DIVISION  
BUREAU OF PERSONNEL  
PAYROLL SECTION**



Attachment #2

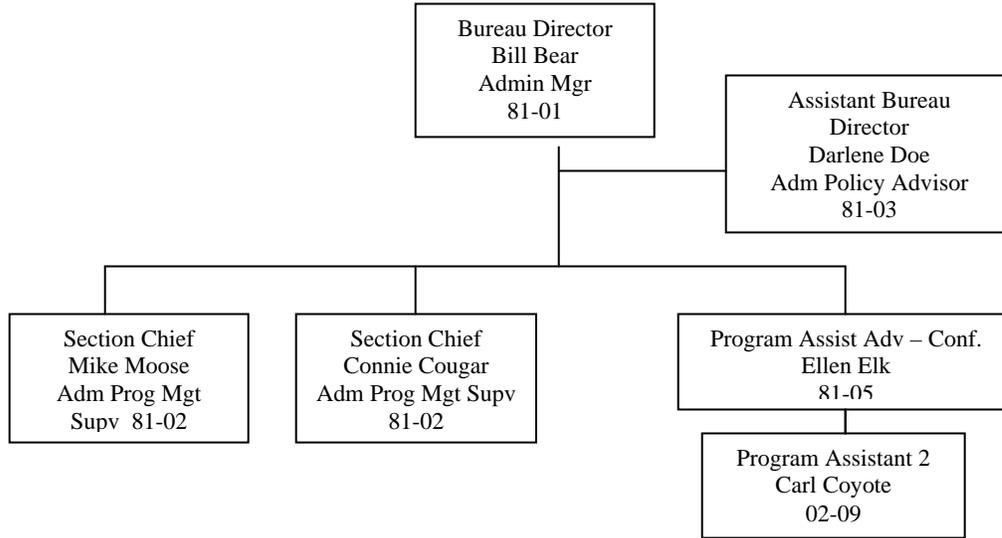
**DETERMINING THE LOGICAL OR ARBITRARY ASSIGNMENT OF DUTIES**



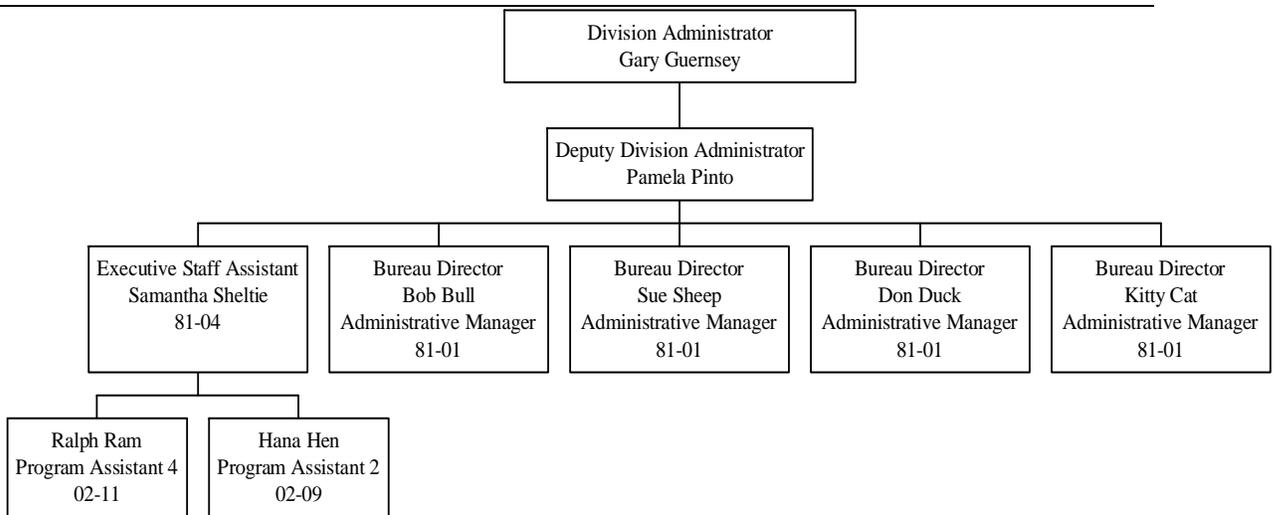
1. The Section Chief has submitted a reclassification for Francesca Fox’s position. Over the past year and a half the Section Chief had taken on additional work requiring an assistant and has assigned these assistant duties to Ms. Fox, as she is the brightest, best worker, etc. The assignment of duties was gradual, and the new duties were now appropriately classified at the P&PA Advanced level, but the duties were not directly related to the former duties. The additional duties were not logical, and it was not reasonable to expect all the employees in the work unit would also be assigned these duties, therefore these work assignments resulted in the creation of a new position. This is an arbitrary assignment of duties and requires competition. The incumbent may not be regraded and competition must be used to fill the position (a certification request initiated).
2. A reclassification has been submitted for Ms. Badger’s position to P&PA Senior because she has been performing all the required duties under general supervision for the last year. The P&PA Senior is the objective level for the work performed in this section. This is a logical and gradual increase of duties and responsibilities and the reclassification would most likely be approved.
3. A new federal law added a great deal of complexity and some new duties to the work of the unit a year ago. A reclassification has been submitted for Ms. Fox and Mr. Squirrel’s positions to the P&PA Advanced level as they have mastered the new duties over the last year and are working under general supervision. Mr. Gopher and Ms. Badger are not yet performing the new duties under general supervision. The reclassifications for Ms. Fox and Mr. Squirrel’s positions would likely be considered gradual and logical, even if the new duties were different from those previously performed, if all the employees were assigned these new duties and were expected to eventually perform the duties under general supervision.
4. A reclassification was submitted for Mr. Squirrel to the P&PA Advanced level. He works harder and is smarter than the other employees and has several job related degrees. While P&PA Senior is the objective level for the duties assigned, the Section Chief submitted a reclassification for Mr. Squirrel because his work product is much better than the rest of the staff and he “deserves” a PR 07-03. This reclassification would likely not be approved. Classification specifications are intended to generally describe the full range of duties performed a majority of time. One position may be considered “weak” while another is “strong”, yet both could be correctly classified under the same title

**NOTE:** These responses were based solely on the basis of the organization chart. Specific individual circumstances, along with the Position Description, may result in a different outcome.

**CONFIDENTIAL EXCLUSIONS**



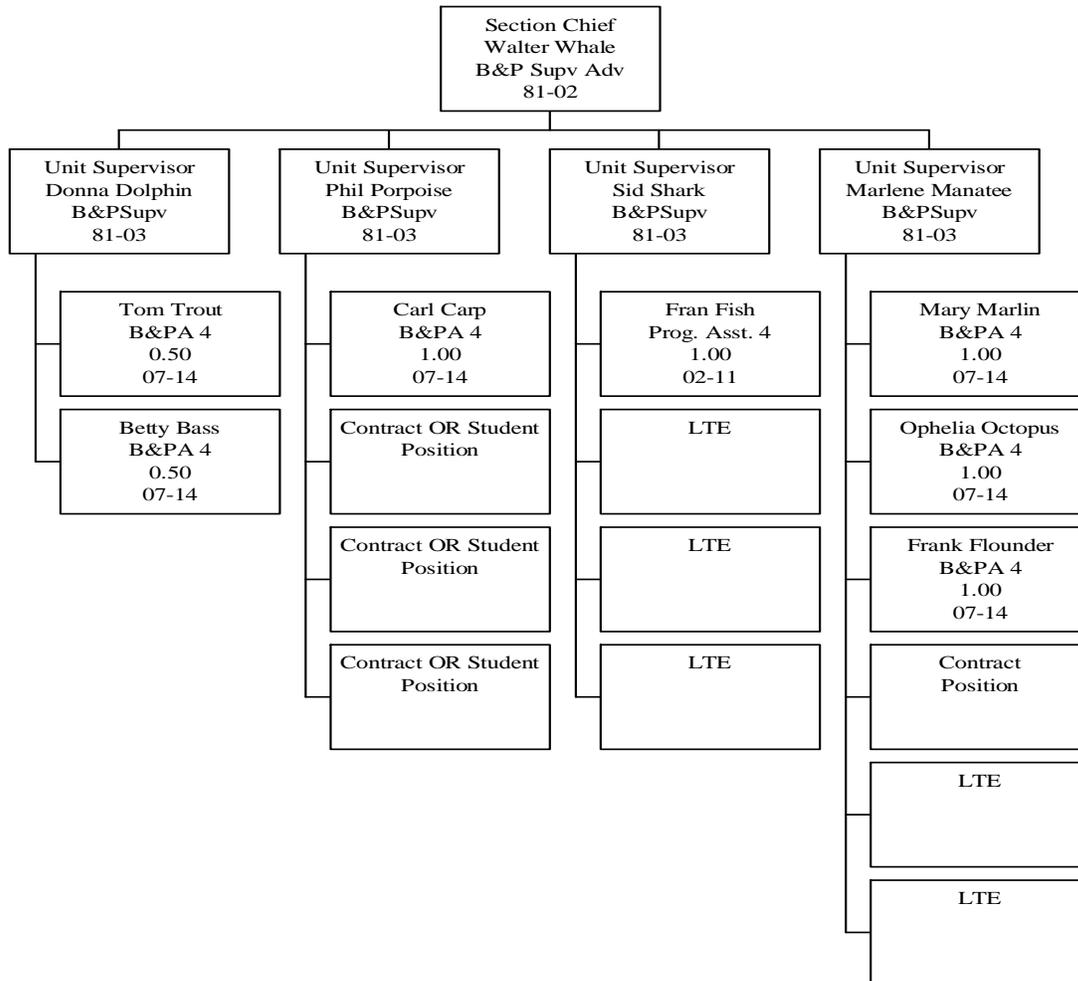
A request is submitted to make the position held by Mr. Coyote confidential. This request would not be approved as Ms. Elk’s confidential position would be expected to perform all the confidential duties, if the nature of the on-going work in the bureau is not excluded, such as Human Resources or Labor Relations. Positions at the bureau, section, and unit levels typically do not have enough related confidential work to require more than one confidential employee for a whole bureau. Typically, a confidential position found at the division level would perform all of the administrative confidential duties for a whole division and a position would not be required at the bureau level. (See WHRH Chapter 324 for further information.)



A request is submitted to make the positions held by Mr. Ram and Ms. Hen confidential. Ms. Sheltie’s position is confidential. However, depending upon the amount and type of confidential work required in the office, consideration may be given to these two positions if it is determined that there is a large amount of confidential material in the office and the two positions would be privy to the confidential materials.

**NOTE:** These responses were based solely on the basis of the organization chart. Specific individual circumstances, along with the position description, may result in a different outcome.

**SUPERVISORY POSITIONS**

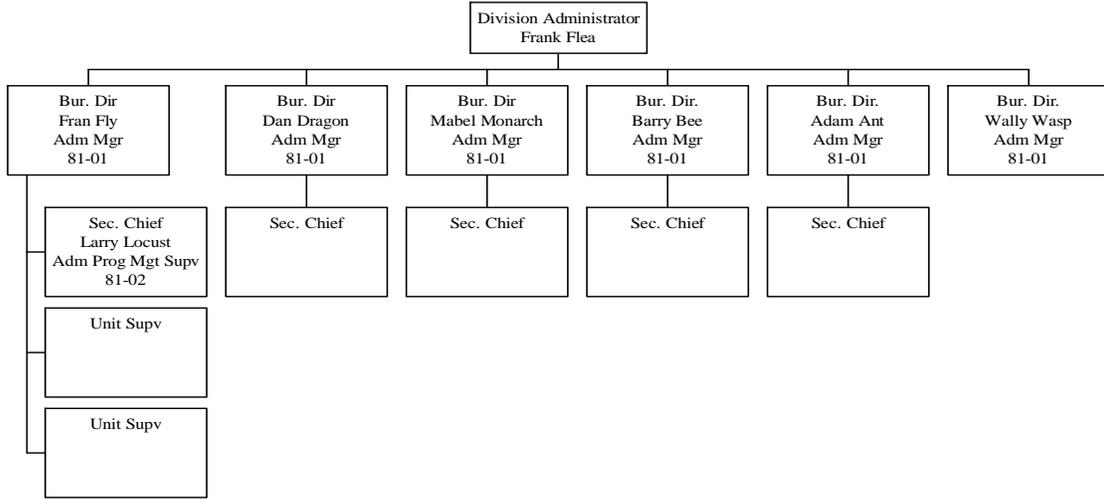


1. Ms. Dolphin’s position should not be designated as a supervisor. While s. 111.81(19), Wis. Stats., uses the word “subordinates” and Ms. Dolphin’s position does have “subordinates” an employee will qualify as an exempt supervisor only if the employee customarily and regularly supervises at least three full time employees or the equivalent (an equivalent could be 6 half-time employees).
2. Mr. Porpoise and Mr. Shark’s positions should not be designated as a supervisor. The s. 111.81(19), Wis. Stats., defines employee in part as a) any state employee in the classified service of the state, as defined in s. 230.08, except limited term employees, sessional employees, project employees, . . .
3. Ms. Manatee’s position is appropriately classified as a supervisor. She supervises the equivalent of 3 FTE classified state employees.

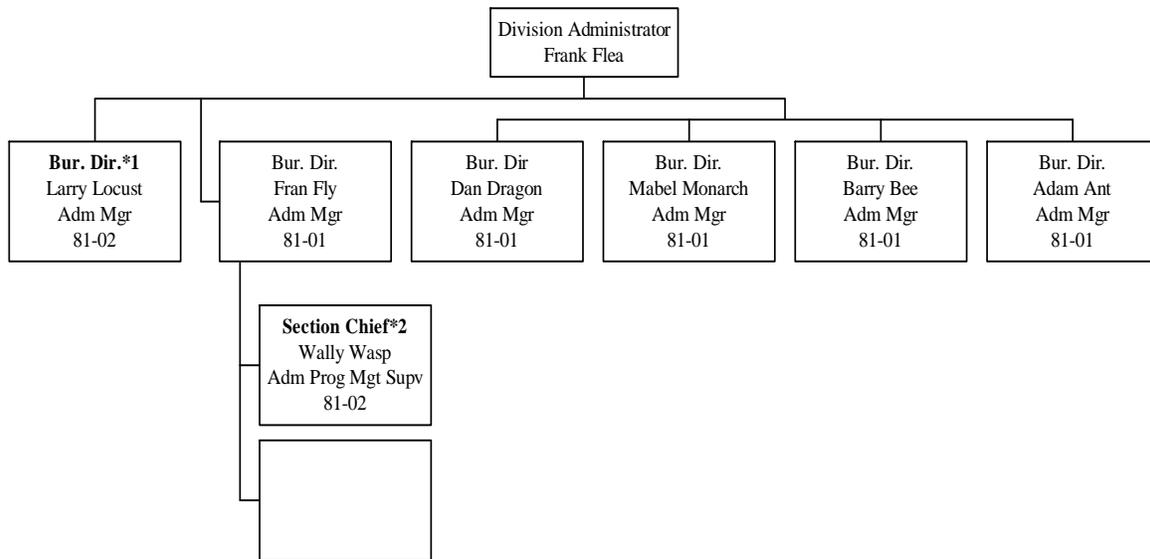
**Note:** If more than 1 subordinate supervisor is requested, 2 or 3 of the other units could be combined and placed under one supervisory position. Otherwise, the Units for Ms. Dolphin, Mr. Porpoise and Mr. Shark, if left as they are, would be represented as Budget and Policy Analysts and could only have a lead worker designation. Also, three FTE state employees is a minimum requirement for having a supervisory position, most agencies have a minimum requirement of several more employees in the interest of having a broader span of control.

Attachment #5a

REORGANIZATION #1 (OLD)



(NEW)



1. A reorganization moves Mr. Locust's position to the Bureau Director level reporting to the Division Administrator. The type of work performed, programs, and responsibilities previously assigned to the Section remain exactly the same, except Mr. Locust now has more accountability for policy development and budget preparation. This position would be reallocated based upon ER 3.01(2)(g) "A permanent change in the level of accountability of a position such as that resulting from a reorganization when the change in level of accountability is the determinant factor for the change in classification" to a classification in a higher band, appointment maximum, or pay range.

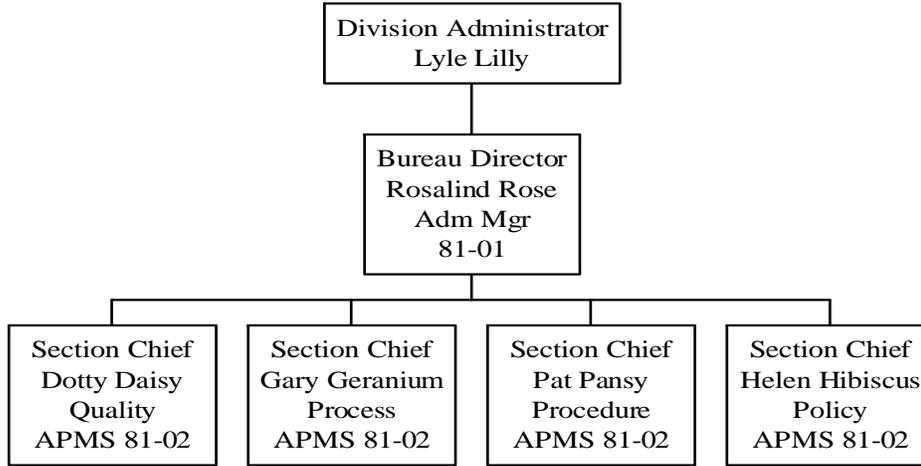
2. The same reorganization moves Mr. Wasp's position to the Section Chief level. Again, the work performed, programs, and responsibilities previously assigned to the position remain the same, except Mr. Wasp now only recommends policy development and budgets. Again, the position would be reallocated based upon ER 3.01(2)(g) to a classification in a lower band.

Neither move affects Fran Fly's position; however, under different circumstances, it may.

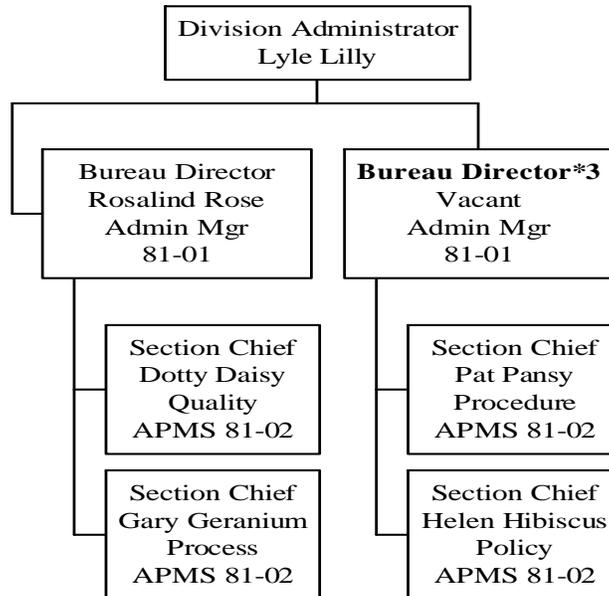
**NOTE:** These responses were based solely on the basis of the organization chart. Specific individual circumstances, along with the position description, may result in a different outcome.

Attachment #5b

REORGANIZATION #2 (OLD)



(NEW)



3. A reorganization combines the two sections headed by Mr. Pansy and Ms. Hibiscus and places the functions at the Bureau Director level in the new Bureau of Policy and Procedures. Ms. Hibiscus is appointed the Bureau Director and Mr. Pansy remains as the Section Chief over Procedure. The appointment of Ms. Hibiscus as the Bureau Director is not a logical outgrowth of her position and while the position can be reallocated to a Bureau Director level and classification, Ms. Hibiscus may not be regraded. The position must be filled by competition.

**NOTE:** These responses were based solely on the basis of the organization chart. Specific individual circumstances, along with the position description, may result in a different outcome.