State of Wisconsin

OFFICE OF STATE EMPLOYMENT RELATIONS

DIVISION OF MERIT RECRUITMENT AND SELECTION BULLETIN

Date:	October 4, 2013	**Subject:**	Personnel Management Classification Survey Program
Locator No:	OSER-0340-MRS		

The purpose of this bulletin is to inform state agencies of changes in the way classification survey requests are to be submitted to the Office of State Employment Relations (OSER) for consideration.

In the past, on a biannual basis, OSER sent out a bulletin informing agencies of the intent to conduct personnel management surveys of select occupational areas over a pre-scheduled timeframe. The bulletin also solicited classification and compensation survey needs.

OSER will no longer conduct personnel management survey requests in this manner. Effective immediately, agencies may submit survey requests on an ad hoc basis. This ad hoc approach will allow the agencies to submit their survey requests as needed, rather than be limited to a biannual opportunity, in order to address the changing business needs of the state civil service system.

When a survey request is received, OSER will identify which agencies use the classification and reach out to those agencies to gather the problem identification information (See Attachment). This information will be used by OSER to determine whether a survey is warranted. The survey program is limited to occupational areas experiencing the most significant classification plan administration, recruitment and/or retention problems.

One of the primary objectives in conducting class surveys is to maintain a simplified yet efficient class structure. Simplification may occur as a result of consolidating similar titles, eliminating unnecessary levels within classification series, or converting existing classification structures to accommodate unique compensation structures, for example. Another important goal of the survey program is to ensure the classification specifications accurately reflect the work performed and the tools used to perform the tasks assigned to positions in these classifications.

The following Bulletins are now obsolete and should be discarded: OSER-0142-MRS; OSER-0186-MRS; OSER-0217-MRS; OSER-0269-CLR/SC; OSER-0298-MRS.

Agency survey requests and questions regarding the overall survey process should be directed to Linda Brennan via e-mail at Linda.brennan@wisconsin.gov or by phone at (608) 267-0408.

Greg L. Gracz, Director
Office of State Employment Relations

Jack R. Lawton, Administrator
Division of Merit Recruitment and Selection

Attachment

PERSONNEL MANAGEMENT SURVEY

Problem Identification Guidelines

Personnel Management Surveys are typically conducted to resolve problems that occur in the areas of Classification, Compensation, Recruitment, and Retention. To help us in this survey process, agencies are asked to assess whether problems are occurring in their agency in these areas. As an aid to you, we have listed some of the more typical problems that occur. Please note that these guidelines are intended only to assist you in identifying potential problem areas. You do not need to identify any areas where you are not experiencing problems.

1. **Classification** - Within this broad area you should identify all problems you are experiencing with any aspects of the current class structure. Examples of specific problems within this broad area may include:

    a. Changes in the technology, organization, occupation, equipment, statutory authority, etc., which are not identified in the existing class specifications.

    b. The lack of identification of duties and responsibilities and position types or specializations in the existing class specifications.

    c. The inability to make clear distinctions between class levels or class series based on the existing class specifications.

    d. The presence of inequitable or inappropriate pay range alignments between positions in the same occupational area being reviewed.

    e. Insufficient class series or class levels to identify distinctly different kinds of work.

    f. Concerns regarding assignment to the appropriate occupational area/bargaining unit.

2. **Compensation** - Within this broad area you should identify all problems you are experiencing with any of the current pay range assignments of included classes. Examples of specific problems within this area may include:

    a. The failure of the existing classes and pay range assignments to adequately compensate for positions within the class series, within the organization, within the occupation or within the labor market.

    b. The presence of pay compression between supervisors and subordinates.

    c. The presence of other compensation issues such as hazardous duty, supplemental pay, protective service, Fair Labor Standards Act designation, etc.

3. **Recruitment** - Within this broad area you should identify all problems you are experiencing with any aspects of attracting sufficient qualified applicants. Examples of specific problems within this broad area may include:

    a. The necessity for specialized qualifications that affect the recruitment effort.

    b. The necessity for licensure, certification or registration which affects the recruitment effort.

c. The necessity for the operation of specialized or highly technical equipment.

d. The area of competition (statewide, nationwide, etc.) required to obtain sufficient qualified applicants.

e. The necessity of Hiring Above the Minimum (HAM), Temporary Appointment Maximum (TAM) or using a Raised Minimum Rate (RMR) to attract or retain sufficient candidates.

f. The lack of sufficient flexibility to downgrade positions for developmental purposes.

4. **Retention** - Within this broad area you should identify all problems you are experiencing with any aspects of retaining qualified employees. Examples of specific problems within this broad area may include:

a. The rate of turnover or number of vacancies.

b. The inability to retain senior level staff.

c. The presence of pay compression (see 2b).

d. The lack of advancement opportunities within a classification series.

e. The inability to retain staff due to low salaries.

5. **Other** - Within this area you should identify any other problems you may be experiencing which are not addressed above.