



CODESP

COOPERATIVE
ORGANIZATION FOR THE
DEVELOPMENT OF
EMPLOYEE
SELECTION
PROCEDURES

CLASSIFICATION STUDIES

CODESP's Job Analysis Questionnaires and Job Description Builder, which are available to members online, are excellent tools to use during the classification study process. A classification study is a systematic process used to allocate or reallocate a position to a class. The classification study, like the job analysis, focuses on a review of the position's current duties and responsibilities, Knowledge, Skills and Abilities (KSAs) and competency requirements, reporting relationships, organizational relationships and other work characteristics to determine the appropriate class. Similar positions are grouped into classes based on the different kind and level of work performed.

Before embarking on a classification study, the goals of the study should be established. Typically classification studies are conducted to improve organizational structure, develop proper selection methods, establish pay equity, and define career paths.

Classification studies are often initiated due to changes in work assignments and reporting relationships, technology advances, new licenses or certification requirements, changes in labor markets and staffing requirements.

A classification study focuses on the job content in the same manner as a job analysis. Jobs are examined to determine the reporting relationships, the distinguishing characteristics and the frequent and important functions. The job qualifications are also examined, such as the KSAs/competencies, the required education/experience, other special requirements and the physical and mental standards. Outside job market considerations are considered when the studies affect the pay rate of the employees in the class. A job analysis questionnaire can be used to obtain the information required. CODESP offers instructions and several versions of the questionnaire online to members at www.codesp.com.

The political environment needs to be considered during a classification study. It is important to ensure the involvement of everyone affected by the classification decision in the data collection and feedback process. This reduces the chance of issues hindering the progress of the study because all affected parties are fully involved throughout the entire process. It is also important to be aware of the different motives of SMEs when changes in compensation may occur because of the study. Build in opportunities to 'validate' their responses by collecting data from multiple sources (e.g., supervisors and human resources, desk audits, etc.).

Also consider the study participants' knowledge of the purpose of the study. If employees are aware of (1) the purpose of the study, (2) the extent to which specific outcomes may benefit them, and (3) the relationship between the data they provide and the outcomes they desire, they will be more cooperative throughout the process.

Typical study result expectations and/or concerns from employees and management include: higher salaries, fiscal impact/budget issues, employee reactions of those positively affected by higher compensation vs. those that are not positively affected, past history or studies, and internal fairness.

CLASSIFICATION CONTINUED

If you have a large sample size, implement a sampling strategy that will ensure that you have SMEs representing various demographics (i.e., age, race, number of years in the position, etc.), as well as locations and departments. By obtaining information from a representative sample of SMEs, you can determine if the job classifications are similar, whether they should be divided into different classifications, or identify how they are different.

Look for general KSAs or competencies that are common across the district and avoid making decisions on specific KSAs or competencies until you have looked at all of the positions. You may find that employees at the same level in different locations or departments are actually performing work at very different levels. If this is true you may need to recommend a reclassification of positions to a higher or to a lower classification if the variation in scope, complexity, and responsibility across a position in multiple locations/departments is significant.

Be consistent with the titles and levels within your district. Define what the position titles mean and use the titles appropriately according to the definition. For example, there should be consistency in positions with titles such as: Director, Manager, Supervisor, Lead, Analyst, Specialist, Technician, Assistant, Worker and Aide.

In summary consider the following steps when conducting a classification study:

- Document which classes are considered the highest priority to be studied, according to their impact, and why they are prioritized.
- Determine how management, unions and employees will be affected.
- Determine how input from them will be received, and when.
- Identify methods of the study.
- Develop an action plan and timeline.
- Develop an announcement to the employees, management and employee associations regarding the classification study, its purpose and proposed steps.
- Meet with groups to explain procedures and distribute the questionnaire.
- Ensure that adequate and qualified SMEs are available.
- Solicit job information through job analysis methods, collect and analyze information.
- Determine internal relationships.
- Conduct salary survey if necessary.
- Schedule meetings to discuss results and to present preliminary assignments of positions to classifications.
- Provide a method for comments and suggestions to be gathered and considered.
- Review the results with district administrators, including fiscal impact, if any.
- Submit for approval to Board/Commission.
- Once approved, make edits to job descriptions.
- Present final classification decisions to all groups.
- Schedule subsequent studies or reviews on a regular basis to ensure that the classifications are kept up-to-date in the future.

According to Dennis Doverspike, Ph.D., in a March, 2008 article in HR News, "Many compensation problems can be traced to disagreements concerning classification, especially as technology changes, organizations downsize, or managers attempt to enrich the jobs of their subordinates. In response, organizations should regularly update their job classifications, evaluations, and compensation systems.

The perceived fairness of a compensation system, and thus the perceived fairness of pay, will depend upon the adequacy and accuracy of classification decisions. Jobs must be slotted correctly into grades and positions must be grouped properly into jobs. In addition, employees should be allowed a voice in such decisions, which can be achieved through offering appropriate appeal mechanisms."

SELECTION BASICS

For more information and to register go to [Training](#) at www.codesp.com

Interpreting Test Results

New classes added in Orange and Ventura Counties:

June 19 - Newport-Mesa USD - Costa Mesa

June 24 - Pleasant Valley SD - Camarillo

The trainings listed above are FREE & open to CODESP members only.

FMLA & MILITARY LEAVES

FREE Workshop is from 10 - 12 noon & also open to non-members

July 22 (new date) - Enterprise ESD (Redding)

REGISTRATION INSTRUCTIONS: Check the Training area of the website for details. Members log on to register - To cancel, click on the [blue hyperlink](#) on your CODESP home page. Those without log in names click on the workshop and complete the form.

MERIT SYSTEM ACADEMY

The Merit System Academy is an educational program designed for new and aspiring merit system Directors, Personnel Commissioners, and others interested in the workings of a merit system. The Northern California Merit Academy session has already begun and is being held at Hayward USD on the following dates: May 30 & 31, and June 1, 2008. Participants can make up classes from other recent academy sessions during these dates. Note that classes are held on a Friday and Saturday, with one Sunday morning. A flyer and application are available at www.meritsystem.org

The next Merit Academy will be held in Fountain Valley beginning August 23 and running through December 6, 2008. Check the website often for updates and exact dates of meetings.

WRIPAC

The Fall WRIPAC meeting will be held in Sparks, Nevada October 1 - 3. The pre-meeting training topic, which will be on October 1st, is **Workforce Planning**. The WRIPAC meeting will follow on October 2 - 3.

www.wripac.org

CODESP

Please complete and fax to CODESP

INTENT TO CONTINUE MEMBERSHIP

(Prospective members go to codesp.com and click on **New Member District Registration**)

2008 – 2009

This information is vital so that we can effectively plan membership training programs and test development services and continue to provide your district with low-cost quality services. Place a check in front of the appropriate response and do not forget to include your **district name**. Print this page, complete the information and fax it as soon as possible. To email attach go to Resources\Membership Documents\Intent to Continue Membership. Verify that your business office has our Huntington Beach office address and that the membership check will be written out to **CODESP**.

District name: _____

____ **YES**, we plan to continue membership in CODESP for the 2008 - 2009 program year beginning July 1, 2008. We will submit the invoice, which is available on CODESP's website under **Resources-Membership Documents-Invoice 2008-2009** to our business office for payment. 2008 Mid-Year Members are contractually obligated to rejoin CODESP for a full year for 2008 - 2009.

____ We will **NOT** be renewing our membership with CODESP for 2008 – 2009.

Reason for not rejoining: _____

Print Name: _____

Title: _____

Email Address: _____ **Phone:** _____

PLEASE FAX to (714) 374 – 8225

Since 1973, the Cooperative Organization for the Development of Employee Selection Procedures, **CODESP**, has provided California and Nevada public school and college districts with low-cost quality selection materials, training, information, and job analysis tools needed to recruit and hire qualified classified employees. **CODESP** is a self-supporting consortium which was formed to exclusively serve school and college districts.