



John Keel, CPA
State Auditor

A Classification Compliance Review Report on the Texas Education Agency

January 11, 2010

Members of the Legislative Audit Committee:

A total of 769 (78 percent) of the 992 employee positions reviewed at the Texas Education Agency (Agency) were appropriately classified within the State's Position Classification Plan. The Agency has taken appropriate actions to address the 223 employee positions that were misclassified and reported that it will spend approximately \$19,335 annually to properly classify these positions.

The Agency took actions to appropriately classify positions identified as misclassified.

The 992 employee positions reviewed covered 11 occupational categories and 36 job classification series. To address the 223 employee positions that were misclassified, the Agency chose to:

- Reclassify 174 employee positions into a different job classification series (see Table 2 in the attachment to this letter for additional details).
- Reclassify 12 employee positions within the same job classification series but at a higher salary group (see Table 3 in the attachment to this letter for additional details).
- Reclassify 3 employee positions within the same job classification series but at a lower salary group (see Table 4 in the attachment to this letter for additional details).
- Change the job duties of 34 employee positions so they could remain in their current job classification titles and be properly classified (see Table 5 in the attachment to this letter for additional details).

See Part 2 of the attachment to this letter for additional details on how the Agency addressed position misclassifications.

Background Information

The Agency has several responsibilities. It:

- Manages the textbook adoption process.
- Oversees development of the statewide curriculum.
- Administers the statewide assessment program.
- Administers a data collection system on public school students, staff, and finances.
- Rates school districts under the statewide accountability system.
- Operates research and information programs.
- Monitors compliance with federal guidelines.
- Serves as a fiscal agent for the distribution of state and federal funds.

The Agency initially participated in the statewide classification compliance review (see *A Classification Compliance Review Report on the State's Program Specialist Positions*, State Auditor's Office Report No. 09-706, July 2008). However, it was subsequently determined that the Agency employees within the scope of that review, along with associated classification recommendations and agency responses, would be included in a separate review and report.

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.

Occupational Category - A broad series of job families also known as job classification series characterized by the nature of the work performed.

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 performed.

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.

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The Agency will spend approximately \$19,335 annually to properly classify positions.

In most cases, the Agency reclassified positions without changing employee salaries; however, the Agency reported that, as a result of reclassifications, 9 positions will be receiving salary increases ranging from \$33 to \$7,902 annually. One reclassification will result in an \$11,319 decrease in annual salary.

Many Program Specialists at the Agency perform duties related to education work.

The most common job classification series at the Agency is the Program Specialist position. A total of 332 positions (34 percent of all positions) were classified in this job classification series. As a result of this review, 80 (24 percent) of these positions were reclassified to job classifications that were more specific to their respective occupations or had their job duties changed so they could remain in their current job classification titles and be properly classified. Many of the Agency's Program Specialists perform duties related to education work. Because of this, the Agency, along with the State Auditor's Office's State Classification Team, should review these positions during fiscal year 2010 to determine whether it would be appropriate to recommend the addition of a new job classification series such as Education Specialist to the State's Position Classification Plan. Adding a new job classification series could enable the Agency to classify positions more appropriately within an occupationally specific job classification series.

The Agency should review job classifications annually.

The Agency has operating procedures to review and monitor its classification of positions. These procedures include a process to review jobs through job audits. The Agency's current practice is to determine proper classification when a supervisor submits a request for a position to be reviewed. To strengthen its procedures, the Agency should ensure that it reviews positions on an annual basis in accordance with Texas Government Code, Section 654.0155. This process could be accomplished by reviewing job classifications as a part of conducting employee performance appraisals or on each employee's anniversary date. Reviewing positions annually would help to ensure that positions are classified accurately and that employee salaries align with their actual responsibilities. In addition, the definitions associated with reclassification procedures should be updated to reflect current salary groups and job classification titles, and appropriate General Appropriations Act reference.

**Importance of Proper Classification
of Employee Positions**

Appropriate job classifications are important in determining salary rates that are competitive for the nature of the work performed. Misclassified positions may result in an agency underpaying or overpaying employees for the nature of work being performed.

We appreciate the Agency's cooperation during this review, and its responses are included in the attachment to this letter. If you have any questions, please contact Nicole Guerrero, Audit Manager, or me at (512) 936-9500.

Sincerely,

John Keel, CPA
State Auditor

Attachment

cc: Members of the State Board of Education
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Mr. Lawrence A. Allen, Jr., Vice Chair
Ms. Mavis B. Knight, Vice Chair
Ms. Terri Leo, Secretary
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Attachment

Part 1

Positions Reviewed

Table 1 presents the occupational categories and job classification series reviewed at the Texas Education Agency (Agency), as well as the number of positions that were misclassified.

Table 1

Summary of Employee Positions Reviewed		
Occupational Category/ Job Classification Series	Number of Employee Positions Reviewed	Number of Employee Positions Misclassified
Accounting, Auditing, and Finance		
Accountant	19	1
Accounting Technician	1	0
Auditor	36	5
Budget Analyst	8	1
Chief Investment Officer	1	0
Financial Analyst	4	0
Investment Analyst	4	0
Portfolio Manager	7	0
Total Accounting, Auditing, and Finance	80	7
Administrative Support		
Administrative Assistant	70	14
Customer Service Representative	7	0
Executive Assistant	14	1
Total Administrative Support	91	15
Human Resources		
Human Resources Assistant/Specialist	6	0
Total Human Resources	6	0
Information Technology		
Data Base Administrator	4	0
Information Technology Security Analyst	2	0
Programmer	21	0
Systems Analyst	141	33
Systems Support Specialist	2	2

Summary of Employee Positions Reviewed		
Occupational Category/ Job Classification Series	Number of Employee Positions Reviewed	Number of Employee Positions Misclassified
Web Administrator	2	0
Total Information Technology	172	35
Inspectors and Investigators		
Investigator	11	0
Total Inspectors and Investigators	11	0
Legal		
Attorney	19	0
General Counsel	3	0
Legal Assistant	4	0
Total Legal	26	0
Office Services		
Printing Services Technician	1	0
Total Office Services	1	0
Planning, Research, and Statistics		
Planning Assistant/Planner	1	0
Research Specialist	8	1
Total Planning, Research, and Statistics	9	1
Procedures and Information		
Government Relations Specialist	1	0
Information Specialist	5	0
Marketing Specialist	1	0
Technical Writer	1	0
Total Procedures and Information	8	0
Program Management		
Director	75	6
Deputy Director	3	0
Manager	151	69
Program Specialist	332	80
Staff Services Officer	10	9
Total Program Management	571	164

Summary of Employee Positions Reviewed		
Occupational Category/ Job Classification Series	Number of Employee Positions Reviewed	Number of Employee Positions Misclassified
Property Management and Purchasing		
Contract Specialist	14	1
Purchaser	3	0
Total Property Management and Purchasing	17	1
Totals for All Positions Reviewed	992	223

Analysis of Misclassified Positions

Tables 2 through 5 identify the employee positions that were misclassified and how the Agency addressed the misclassifications. To protect the confidentiality of the employees whose positions were misclassified, each employee was assigned a position number.

Table 2 lists the 174 employee positions reclassified into a different job classification series.

Table 2

Positions Reclassified into a Different Job Classification Series		
Position Number	Current Job Classification Title	Job Classification Title After Reclassification
2	Program Specialist V	Grant Coordinator III
14	Program Specialist II	Human Resources Specialist III
17	Program Specialist II	Budget Analyst II
19	Program Specialist IV	Grant Coordinator II
27	Program Specialist II	Program Supervisor II
31	Systems Analyst IV	Programmer IV
32	Program Specialist IV	Management Analyst II
34	Systems Analyst V	Information Technology Security Analyst II
38	Manager IV	Program Specialist VII
39	Program Specialist II	Information Specialist III
40	Program Specialist II	Contract Specialist III
46	Program Specialist IV	Grant Coordinator II
47	Program Specialist VI	Program Supervisor IV
52	Systems Analyst V	Program Specialist VII
53	Program Specialist V	Management Analyst III
59	Director II	Program Specialist VII
62	Systems Analyst III	Programmer IV
66	Systems Analyst V	Data Base Administrator IV
67	Program Specialist IV	Grant Coordinator II

Positions Reclassified into a Different Job Classification Series		
Position Number	Current Job Classification Title	Job Classification Title After Reclassification
75	Program Specialist IV	Grant Coordinator III
78	Systems Analyst V	Network Specialist V
84	Systems Analyst V	Information Technology Security Analyst II
87	Manager II	Program Supervisor IV
88	Program Specialist V	Grant Coordinator II
88	Manager IV	Program Specialist VII
89	Program Specialist IV	Grant Coordinator II
98	Program Specialist III	Grant Coordinator II
100	Program Specialist IV	Grant Coordinator III
103	Program Specialist VI	Program Supervisor IV
106	Program Specialist VI	Program Supervisor IV
107	Program Specialist VI	Program Supervisor IV
109	Manager III	Program Specialist VII
111	Program Specialist IV	Grant Coordinator II
114	Program Specialist IV	Grant Coordinator II
120	Systems Analyst V	Project Manager II
121	Program Specialist VI	Program Supervisor IV
124	Manager II	Program Supervisor IV
128	Program Specialist II	Grant Coordinator I
128	Manager IV	Program Specialist VII
133	Program Specialist VI	Program Supervisor IV
133	Manager IV	Program Specialist VII
134	Program Specialist II	Program Supervisor II
138	Manager III	Program Specialist VII
141	Program Specialist IV	Program Supervisor III
143	Program Specialist V	Grant Coordinator III

Positions Reclassified into a Different Job Classification Series		
Position Number	Current Job Classification Title	Job Classification Title After Reclassification
148	Program Specialist III	Program Supervisor II
148	Manager II	Program Specialist VI
149	Executive Assistant II	Program Specialist IV
154	Program Specialist IV	Grant Coordinator II
158	Program Specialist I	Staff Services Officer II
160	Program Specialist VI	Program Supervisor IV
167	Program Specialist IV	Grant Coordinator III
170	Program Specialist VI	Management Analyst IV
174	Program Specialist V	Information Specialist IV
176	Program Specialist VI	Program Supervisor IV
182	Systems Analyst V	Technical Writer III
183	Program Specialist VI	Program Supervisor IV
184	Program Specialist VI	Program Supervisor IV
187	Systems Analyst V	Information Technology Security Analyst II
191	Manager II	Project Manager I
192	Program Specialist VI	Program Supervisor IV
193	Program Specialist VI	Contract Specialist V
193	Manager III	Program Specialist VII
197	Program Specialist II	Information Specialist III
203	Program Specialist II	Human Resources Specialist III
206	Program Specialist VI	Program Supervisor IV
207	Program Specialist IV	Grant Coordinator II
212	Program Specialist III	Planner II
212	Systems Analyst VI	Manager V
215	Program Specialist VI	Program Supervisor IV
217	Program Specialist I	Administrative Assistant V

Positions Reclassified into a Different Job Classification Series		
Position Number	Current Job Classification Title	Job Classification Title After Reclassification
222	Program Specialist IV	Grant Coordinator III
227	Manager III	Program Specialist VII
231	Program Specialist IV	Budget Analyst III
232	Program Specialist IV	Grant Coordinator II
234	Program Specialist IV	Information Specialist III
242	Program Specialist IV	Budget Analyst III
246	Program Specialist V	Grant Coordinator II
251	Program Specialist IV	Grant Coordinator II
265	Manager IV	Program Specialist VII
268	Program Specialist IV	Contract Specialist IV
270	Program Specialist IV	Grant Coordinator II
271	Accountant V	Financial Analyst II
272	Program Specialist I	Graphic Designer II
274	Program Specialist VI	Grant Coordinator III
277	Program Specialist IV	Grant Coordinator II
281	Program Specialist IV	Management Analyst II
281	Manager IV	Grant Coordinator III
285	Program Specialist IV	Grant Coordinator II
291	Program Specialist IV	Grant Coordinator II
296	Systems Analyst IV	Programmer IV
297	Program Specialist IV	Purchaser V
298	Program Specialist IV	Grant Coordinator II
302	Program Specialist I	Executive Assistant I
303	Program Specialist IV	Grant Coordinator II
304	Manager IV	Program Specialist VII
314	Program Specialist VI	Program Supervisor IV

Positions Reclassified into a Different Job Classification Series		
Position Number	Current Job Classification Title	Job Classification Title After Reclassification
315	Program Specialist VI	Program Supervisor IV
316	Program Specialist IV	Information Specialist IV
324	Program Specialist IV	Grant Coordinator II
354	Manager I	Executive Assistant III
367	Administrative Assistant III	License and Permit Specialist II
369	Manager II	Program Specialist VI
373	Staff Services Officer II	Executive Assistant I
378	Systems Support Specialist III	Telecommunications Specialist II
383	Director II	Program Specialist VII
386	Manager IV	Project Manager II
400	Manager IV	Management Analyst IV
401	Manager III	Program Specialist VII
406	Manager IV	Network Specialist VI
408	Manager II	Program Specialist VI
422	Systems Analyst V	Data Base Administrator IV
423	Systems Analyst IV	Web Administrator III
424	Manager III	Program Specialist VII
425	Manager II	Program Specialist IV
432	Manager II	Grant Coordinator III
442	Manager II	Program Supervisor IV
447	Systems Analyst IV	Web Administrator III
477	Staff Services Officer IV	Executive Assistant III
479	Manager V	Training Specialist V
492	Administrative Assistant III	License and Permit Specialist II
495	Staff Services Officer I	Executive Assistant I
499	Manager III	Program Specialist VII

Positions Reclassified into a Different Job Classification Series		
Position Number	Current Job Classification Title	Job Classification Title After Reclassification
512	Systems Analyst V	Project Manager II
515	Systems Analyst VI	Manager V
533	Manager III	Program Specialist VII
537	Manager II	Program Specialist VI
541	Manager II	Government Relations Specialist I
542	Manager IV	Program Specialist VII
555	Manager III	Program Specialist VII
556	Manager V	Program Specialist V
574	Research Specialist I	Program Specialist I
576	Manager II	Program Specialist VI
599	Contract Specialist III	Accountant IV
600	Staff Services Officer I	Executive Assistant I
617	Manager V	Management Analyst IV
644	Systems Analyst IV	Programmer IV
661	Systems Analyst V	Manager IV
666	Manager IV	Management Analyst IV
673	Manager III	Program Specialist VII
677	Manager II	Program Supervisor IV
687	Systems Analyst IV	Programmer IV
721	Administrative Assistant IV	Legal Secretary IV
738	Manager II	Program Supervisor IV
765	Staff Services Officer II	Executive Assistant II
766	Systems Analyst V	Project Manager II
776	Manager III	Programmer Supervisor IV
777	Administrative Assistant IV	Program Specialist I
797	Manager III	Program Specialist VII

Positions Reclassified into a Different Job Classification Series		
Position Number	Current Job Classification Title	Job Classification Title After Reclassification
816	Staff Services Officer II	Executive Assistant II
820	Manager II	Information Specialist V
824	Systems Analyst V	Information Technology Security Analyst II
826	Manager III	Program Specialist VII
844	Systems Analyst III	Programmer III
849	Systems Analyst V	Data Base Administrator IV
850	Staff Services Officer III	Program Supervisor II
853	Manager IV	Management Analyst V
854	Manager III	Program Specialist VII
856	Manager II	Program Specialist VI
864	Manager II	Executive Assistant III
879	Manager III	Program Specialist VII
884	Manager III	Program Specialist VII
897	Manager IV	Project Manager II
924	Manager II	Programmer V
935	Systems Analyst V	Program Supervisor V
939	Systems Analyst IV	Program Specialist VI
962	Manager III	Program Specialist VI
975	Systems Analyst V	Web Administrator IV
976	Systems Analyst V	Data Base Administrator V
986	Manager III	Program Specialist VII
1007	Administrative Assistant IV	Legal Secretary IV
1015	Manager II	Program Specialist VI
1016	Systems Analyst III	Programmer IV
1034	Manager III	Program Specialist VII

Table 3 lists the 12 employee positions the Agency reclassified within the same job classification series but at a higher salary group.

Table 3

Positions Reclassified Within the Same Job Classification Series With a Higher Salary Group		
Position Number	Current Job Classification Title	Job Classification Title After Reclassification
114	Manager II	Manager III
236	Program Specialist III	Program Specialist IV
375	Systems Analyst III	Systems Analyst IV
456	Manager II	Manager III
544	Systems Analyst III	Systems Analyst IV
551	Manager II	Manager III
636	Administrative Assistant II	Administrative Assistant IV
681	Manager II	Manager III
770	Administrative Assistant III	Administrative Assistant IV
870	Manager II	Manager III
950	Manager II	Manager III
989	Systems Analyst I	Systems Analyst IV

Table 4 lists the 3 employee positions the Agency reclassified within the same job classification series but at a lower salary group.

Table 4

Positions Reclassified Within the Same Job Classification Series With a Lower Salary Group		
Position Number	Current Job Classification Title	Job Classification Title After Reclassification
822	Administrative Assistant IV	Administrative Assistant III
858	Administrative Assistant IV	Administrative Assistant III
932	Manager IV	Manager III

Table 5 lists the 34 employee positions that had their job duties changed so they could remain in their current job classification titles and be properly classified.

Table 5

Positions That Had Their Job Duties Changed	
Position Number	Current Job Classification Title
15	Director II
21	Auditor IV
38	Program Specialist IV
56	Program Specialist II
64	Systems Support Specialist III
69	Manager IV
70	Director I
74	Manager IV
141	Staff Services Officer I
154	Auditor IV
171	Program Specialist IV
185	Program Specialist IV
205	Program Specialist VI
232	Auditor IV
295	Program Specialist IV
327	Budget Analyst IV
334	Program Specialist V
335	Program Specialist IV
338	Program Specialist IV
363	Manager III
388	Administrative Assistant IV
525	Administrative Assistant IV
581	Administrative Assistant IV

Positions That Had Their Job Duties Changed	
Position Number	Current Job Classification Title
651	Auditor IV
652	Manager II
699	Director I
735	Systems Analyst III
739	Administrative Assistant IV
784	Auditor IV
888	Staff Services Officer II
891	Administrative Assistant III
915	Manager II
937	Manager III
1001	Director I

Appendix

Objective, Scope, and Methodology

Objective

The objective of this classification compliance review was to determine whether the Texas Education Agency (Agency) conforms to the State's Position Classification Plan in ensuring proper classification of positions.

Scope

The scope of this review included all classified employees employed by the Agency.

Methodology

In determining whether positions were appropriately classified, the following were reviewed:

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

The State Auditor's Office's State Classification Team (Classification Team) evaluates jobs on a "whole job" basis to determine proper job classifications. These determinations are primarily based on the comparison of duties and responsibilities of the majority of work being performed against the state job description.

When determining proper classification, the Classification Team does not focus on specific differences between one level and the next level in a job classification series (for example, Systems Analyst I versus Systems Analyst II). Instead, the Classification Team considers whether an employee is appropriately classified within broad responsibility levels, such as Staff Systems Analyst versus Senior Systems Analyst.

The Classification Team has an automated job evaluation process. The Classification Team populated a database with information regarding the employees whose positions were reviewed. Staff in the Agency's human resources department verified the information in the 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.

Completed survey results were entered into the automated job evaluation system, which made an initial determination of whether the positions were appropriately classified. The Agency then had the opportunity to review and address potential misclassifications.

The Classification Team made follow-up calls and sent clarification e-mails to determine and validate proper classification of positions and to gather additional information.

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 and compliance with the generally accepted compensation practices.

Project Information

This review was conducted under the requirements of Texas Government Code, Section 654.036 (3).

The following employees of the State Auditor's Office prepared this report:

- Juliette Torres, CCP, PHR (Project Manager)
- Stacey Robbins McClure, MBA, CCP, PHR
- Dennis Ray Bushnell, CPA (Quality Control Reviewer)
- Nicole M. Guerrero, MBA, CIA, CGAP, CICA (Audit Manager)

Management's Response

The management of the Texas Education Agency wishes to thank the State Auditor's Office (SAO) staff for their thorough, thoughtful, and insightful review of the agency's classification of its employees. Overall, we agree with the majority of the recommendations and suggestions offered by the SAO staff in the misclassifications they identified. Given the methodology utilized and the parameters set the by SAO (only allowing restructure, reclassify, or remain as options to potential misclassifications) as well as the timing of the review, there are a few of the 769 positions reviewed that the agency will want to re-examine after January 2010. Specifically, 21 positions that were resolved in the review will be re-examined to ensure not only alignment with state classification guidelines but also with the needs of the agency. The actual positions are SAO review position numbers 1001, 897, 74, 386, 15, 383, 281, 265, 69, 542, 374, 888, 400, 937, 65, 777, 363, 599, 38, 915, and 652. The TEA is thankful to have the SAO as a valuable partner in improving state government.