TO: PEF Executive Board Members

FROM: PEF Civil Service Enforcement/Research Department

DATE: March 2019 Executive Board Meeting

RE: Reclassification, Reallocation, and Salary Enhancements Information and FAQ

In our discussions with PEF leadership, members, and field representatives, a frequent issue of concern is how PEF pursues “upgrades” for titles. The Division of Classification and Compensation (C&C) is responsible for properly classifying, allocating, reclassifying, and reallocating competitive class positions to the appropriate salary grade and investigating all matters regarding a title which may be allocated to an appropriate salary grade. There are various mechanisms under Civil Service Law to increase salaries for specific titles, including: reclassification, reallocation, geographic differentials, and increased minimum salaries. Please see the attached FAQ for definitions of these concepts and the justifications required for each.

C&C is currently increasing the number of occupational reviews and is targeting titles with narrow classification (one-grade differences) to root out artificial distinctions. However, with such a large number of titles within the State workforce, it is not feasible for C&C to study all titles concurrently for possible salary grade change. For this reason, C&C establishes priorities for title structure studies. Priorities are based to a large extent on the recommendations or requests of agencies. An agency will typically recommend or request that titles in which the work of incumbents in the title have significantly changed or those that experience recruitment or retention problems, be studied by C&C.

PEF Labor/Management Committees can also influence the decisions of agencies in titles for study. PEF members are knowledgeable about titles with chronic recruitment and retention problems or ones which the work of incumbents has significantly changed since the title was last allocated to a salary grade. Titles meeting these criteria can be brought to the attention of an agency’s management through labor management meetings.

Out-of-title grievances have also prompted the study of a title structure and allocation. An employee may also apply for the reclassification or reallocation of his or her own position and/or title but may not, however, request the establishment of a new position. This is done by submitting an Employee-Application for Change in Title or Salary (CC-2E form) to C&C. When such an application has been submitted, agency management will be notified and given an opportunity to comment factually on issues raised by these applications. C&C receives approximately 450 out-of-title work grievances and employee applications for reclassification
every year; while those with a compelling case are approved, the majority of these grievances and applications are denied.

It is important to understand that the crucial factor in any successful reclassification, reallocation or salary enhancement request is the active support and advocacy of an agency. A reallocation of a title has never been approved without the support of the agency that the title exists in. In this case, “support” is considered an agreement by the agency to pursue a request and the assignment of agency staff to work on the request. Further, the reallocation/reclassification of multi-agency titles, such as Nurse and Teacher titles, requires the support of each agency’s management in which the title exists.

In 2001, the State Director of Operations sent a memo to State agencies stating that appointing officers and representatives of management are not to endorse applications for reallocation or reclassification that have been submitted by individuals, groups of employees, or employee unions. Rather, appointing officers were directed to initiate and file requests for reallocation and reclassification for positions in their agency with the Director of Classification and Compensation.

Once an agency is committed, a convincing factual case has to be prepared for submission to C&C. PEF members are the experts in their field and can provide first hand knowledge about the actual job duties they perform and any changes they have experienced. PEF itself has limited information and data on topics such as retention and recruitment problems. Therefore, the agency must provide most of this supporting documentation. However, the PEF Civil Service Enforcement/Research Department can provide materials such as classification standards for comparable titles and composite report data (title vacancies, position status, and total employees) and review, edit, and give notes on draft proposals.

After the agency has submitted a request, it remains with C&C for approval. If C&C authorizes the request, the final approval for reallocations must be given by the Division of Budget (DOB). PEF cannot compel DOB to approve reclassifications or reallocations.

Please review and familiarize yourself with the attached FAQ, descriptions of each classification factor used to determine salary grade, and checklist and share them with those members that inquire about reclassification and reallocation. It is important that the membership understand the complexity of the task they take on when pursuing reallocation and that they are committed to see it through. We hope that this information provides an understanding of the reclassification and reallocation process and empowers PEF members to develop a compelling case for both their agency and C&C.
Reclassification, Reallocation, and Salary Enhancement
Frequently Asked Questions

1. Who approves reclassifications, reallocations, and other salary enhancements?

Under Civil Service Law Section 118, the Division of Classification and Compensation (C&C) is responsible for properly classifying, allocating, reclassifying, and reallocating competitive class positions to the appropriate salary grade and investigating all matters regarding a title which may be allocated to an appropriate salary grade.

2. What is the difference between reclassification, reallocation, and salary differentials/enhancements? (Source: C&C Update February 2017)

- **Reclassification**: Requires a material change in the duties and responsibilities of a title. A modification in required credentials or licensure may also impact allocation. Changes must be substantive and long-term in nature, and alter the core duties and responsibilities of a class. Disasters, for example, may cause a spike in volume or re-order priorities, but may not change a title’s core duties and responsibilities. New programs or laws may change work assignments and/or workload, but not alter the basic characteristics of a title series.

- **Reallocation**: Requires evidence that a class is undervalued in relation to similar positions in State service, based on objective characteristics, such as duties, responsibilities, and minimum qualifications. Reclassification or reallocation does not address temporary changes in work assignments; market-related salary issues; work volume increases; parity between bargaining unit salaries; or pay for exemplary job performance.

- **Salary Differentials**: Increase compensation for specific titles and positions across occupations, geographic areas, and shifts to address recruitment and retention issues caused by market circumstances. These salary enhancements include: Appointment Above Minimum Salaries, Increased Hiring Salaries, and Shift and Geographic Pay Differentials. When appropriate, the Director retains the statutory authority to either reduce or enhance existing Salary Differentials, or terminate (i.e., rescind) existing Salary Differentials. All such salary enhancement determinations by C&C are subject to the approval of the Director of the Division of the Budget.
  - **Appointment Above Minimum Salaries (IMs)**: Allow for starting salaries above the hiring rate for individuals with outstanding training and experience.
  - **Increased Hiring Salaries**: Raise the “floor” or hiring rate for all new hires and incumbents of a title in a specific location (the “ceiling” remains the job rate).
  - **Shift Pay Differentials**: Authorized to attract staff to different shifts; this differential may be authorized for tours of duty that include four or more hours between 6PM and 6AM.
  - **Geographic Pay Differentials**: Address recruitment and/or problems tied to other employers paying substantially higher salaries for a similar occupation in a certain location or locations. It allows employees to earn above the job rate, but is not considered part of an employee’s base annual salary.
3. What tools are used by C&C and State agencies to gather information about positions and occupations in State service?

1. **Job Audits**: activities initiated and conducted for the purpose of reviewing, observing, and discussing the duties and responsibilities of a position. Job Audits are performed at the discretion of C&C or as a response to an agency and/or employee request for review. Employees may be interviewed and asked questions such as what tasks are done (when and how) and who assigns and reviews work.

2. **Occupational Studies**: the systematic review and analysis of an occupation as it exists in State government. It involves the identification and analysis of the duties associated with all levels of titles in that occupation, and the organizational and programmatic context in which jobs function. Occupational Studies are conducted by C&C to determine whether a title series requires updating or a new title series needs to be created. C&C will review relevant agency work papers, position descriptions, and organizational charts regarding titles. If necessary, surveys or other quantitative means of gathering applicable information will be prepared and distributed.

3. **Organizational Surveys**: the systematic review and analysis of titles in a specific organizational unit of an agency or of similar organizational units in many agencies. Organizational surveys are conducted to verify the cross agency appropriateness of the classification of positions in an occupational area. C&C will obtain and study background information including organizational charts with names, titles, and salary grades. Employees will also be interviewed at their work sites, work samples will be collected, duty statements will be clarified, and inconsistencies, if any, will be discussed.

4. What factors does C&C consider when reviewing reclassification and reallocation requests?

C&C uses the following factors: education and experience, communications, complexity, job demands, managerial activities, responsibility, and supervision. The degree to which certain characteristics are present or absent for each of these factors in a position’s duties and responsibilities determines its proper classification or allocation. In its evaluation of classification and allocation requests, C&C compares the duties and responsibilities of the subject positions against those of benchmark positions at the lower, same, and higher levels in similar and other occupations in various agencies to determine the appropriate classification and allocation. Please see Appendix A for a detailed description of each of these factors.

It is important to note that certain factors are excluded in the classification and allocation of positions. These aspects include recruitment and retention difficulty, comparisons to earmarked or misclassified positions, list eligibility/reachability, productivity, performance, motivation, and length of service.
5. What factors does C&C consider when reviewing geographic differential requests?

All requests should include detailed information and documentation regarding:
- Recruitment difficulty for a class;
- Recruitment difficulty in a geographic area;
- Documentation of recruitment efforts;
- Eligible list information (i.e., age of list, eligible candidates in an area);
- Vacancy and turnover data regarding a class; and
- Salaries offered for similar positions by other employers in the same geographic area.

6. Are title reclassification and reallocation mandatory subjects of bargaining?

No, title reclassification and reallocation are not mandatory subjects of bargaining. In addition, because the State agency must be in a position to pay the higher salaries when employees are upgraded, agency support for an upgrade proposal is absolutely essential.

In 2001, the State Director of Operations sent a memo to State agencies stating that appointing officers and representatives of management are not to endorse applications for reallocation or reclassification that have been submitted by individuals, groups of employees, or employee unions. Rather, appointing officers were directed to initiate and file requests for reallocation and reclassification for positions in their agency with the Director of Classification and Compensation.

7. What is the first step for PEF members seeking a reclassification/reallocation?

Request that the PEF Statewide Labor/Management Chair raise the issue at an L/M meeting.

8. How are requests for titles that span multiple agencies dealt with?

For titles that cross agency lines, the process is even more complicated because all of the affected agencies, or at least those agencies where the majority of positions in the title are located, must support the proposal. If the agencies do support the upgrade, a joint Labor/Management Committee representing all affected agencies should be established.

9. Once an agency has agreed to pursue a request and has officially assigned staff to work on the request, what else is needed?

1. A convincing factual case based on a significant and long-term change of the related education and experience, communication, complexity, job demands, managerial activities, responsibility, and supervision of the position(s).
2. Approval from the Division of Budget (DOB). After authorization by C&C, the DOB must give final approval for reallocations. PEF cannot compel DOB to approve reclassifications or reallocations.

10. What if C&C does not approve the reclassification/reallocation request?

If C&C does not authorize the reclassification/reallocation, the agency can appeal that decision to the Civil Service Commission (CSC). The CSC has the ability to overrule C&C’s decision and send the request to DOB for final approval.
11. What assistance will PEF provide to members who seek to obtain a reclassification or reallocation for all employees in a title?

The PEF Civil Service Enforcement/Research Department can provide the Field Representative or Statewide Labor/Management Chair materials such as classification standards for comparable titles and composite report data (title vacancies, position status, and total employees) and review, edit, and give notes on draft proposals.

12. What assistance will PEF provide to members who seek to obtain a geographic pay differential?

Civil Service Law Section 130.7 authorizes applications for such Geographic Pay Differentials from appointing officers, employees, and employee organizations. Applications by employees and employee organizations should be submitted in writing to the Director of C&C. While PEF has the ability to submit a letter to C&C requesting the approval of a geographic differential, required information such as documentation of recruitment efforts and turnover data is collected and maintained by the agency.
APPENDIX A

Classification Factor: Education & Experience
(Source: C&C Update April 2016)

- This factor entails the amount of relevant job experience and the academic preparation required at the entry level of the class.
- It evaluates the level of knowledge and skills necessary to successfully perform the major duties of the class, which is essential to setting the allocation.
- Major duties form the basis for the position’s existence, encompass the majority of the person’s time, and serves as the basis for the requirements of the position. Therefore, bonafide occupational qualifications are the focus rather than what is preferred or the education and experience of specific employees or candidates.
- All things being equal, a job that requires greater level education and experience will be allocated at a higher grade than one with less stringent requirements.
  - For example, a Nurse 2 is required to have a license and registration to practice nursing, and one year of post-licensure clinical experience, which results in a Grade 16 allocation. By contrast, a Highway Maintenance Worker 1 must possess a Commercial Driver’s License to perform the essential duties of the job, one-person plowing. This title is allocated to a Grade 8.
- Education and experience must be reasonable and relevant to the position.
Classification Factor: Responsibility
(Source: C&C Update May 2016)

- This factor measures the impact of work performed by the class on people, the organization, and its resources. Every position exercises some degree of responsibility, large or small.
- A position may be responsible for the leadership of a large, diverse, and active program while another position may be limited to performing routine and repetitive work with little opportunity for exercising independent judgement. The fact that positions may have the same reporting relationship does not equate to similar level of responsibility.
- The scope and level of a position’s responsibility is critical in evaluating classification requests.
- Although a position’s responsibility extends to both supervisory and non-supervisory areas, comparative analysis often reveals an interrelationship between factors such as responsibility, supervision, and difficulty of work. This is to be expected as details about the type and level of supervision will likely point toward increased responsibility and difficulty. When a position has greater responsibility, its duties are often more difficult; when a position has less responsibility, its duties are often less difficult.
- Even though many classes are inextricably linked to supervisory responsibility, and supervisory span of control, responsibility exists outside of circumstances surrounding direct supervision.
  - Examples of responsibility that may not necessarily be linked to supervision include making recommendations affecting planning and policy-making; exercising independent action in terms of action and decision-making and binding an agency to take a certain course of action.
- The responsibility of a position is relative to its organizational context. This requires an understanding of the scale of authority of positions both below and above the position under review.
  - For example, is the position responsible for monitoring work processes and the work product of others, or is the position rubber-stamping completed work and approving leave requests? Is the position vested with the authority to make meaningful decisions regarding the work of a unit or are those decisions routinely passed on to higher level managers?
- Often, higher level of responsibility is found in occupational areas requiring knowledge, skills, and abilities in professional areas. Those would include titles requiring an advanced education or credential, or both.
  - A Nurse Practitioner for example is classified and allocated to Grade 24 based upon on its exercise of specialized scientific and medical knowledge in the evaluation, treatment, and care relating to the health and well-being of others. The title is not classified and allocated base upon supervision. Nurse Practitioners are specially trained medical professionals who work with considerable authority, and independence of judgement and action.
- In summary, different titles have different duties and responsibilities, but may be similarly or identically allocated. Responsibility, which has to be measured through comparative analysis, is just one factor that is considered in the classification and allocation process.
**Classification Factor: Communication**
*(Source: C&C Update September 2016)*

- This factor assesses the nature and extent of oral and written communications required to accomplish work in conjunction with others, including contacts beyond the immediate hierarchy. This may include completing forms, writing original documents, or editing materials prepared by others in subject areas ranging from simple to highly technical.
- It may also involve teaching, advising, giving directions or providing instructions, leading and planning meetings and workshops, and making other work-related contacts with the public, other employees, and institutionalized individuals. Communication is one of the factors where a logical progression can be obvious.
- Evaluation of this factor entails a combination of elements reflecting the nature of the communication and the individuals receiving the communication.

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<tr>
<th>Lower Range</th>
<th>Middle Range</th>
<th>Upper Range</th>
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<tr>
<td>- Uses oral communication to obtain, clarify, or provide information.</td>
<td>- Uses oral communication to obtain, clarify, or provide information to the public, or to control or influence actions of coworkers, institutionalized individuals, or the public using direction, motivation, advice or instruction.</td>
<td>- Uses oral communication to facilitate work processes and resolve problems by influencing, motivating, instructing, or assisting individuals or groups who are working toward mutual goals.</td>
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<td>- Contacts in this range may be with coworkers, the public or institutionalized individuals.</td>
<td>- Contacts are typically in structured situations (e.g., the purpose of the contact and the question of with whom to deal are relatively clear, and there may be written guidelines or instructions available).</td>
<td>- Contacts are generally with individuals and groups outside the immediate organization, office, project, or work unit; and may include unstructured settings where guidelines or instructions do not exist.</td>
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<td>- They generally provide information for writing to be done by others.</td>
<td>- Written communication may involve basic writing skills in the preparation of standardized letters, memoranda and forms, or original writing in the form of letters, memoranda, studies, or reports.</td>
<td>- Written communication frequently includes administrative or general subjects of considerable complexity in legal, scientific, or technical areas.</td>
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<td>- For example, Office Assistants I may staff an information desk and answer questions from visitors and callers from within and outside the agency. They may direct visitors and callers to proper offices, answer questions regarding agency programs, and disseminate information to agency clients.</td>
<td>- The subject matter is generally administrative, though it may at times include legal, scientific, or technical information.</td>
<td>- Original writing may include letters, memoranda, briefing documents, studies, or position papers.</td>
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<td>- Some editing of writing by others may be performed.</td>
<td>- Some editing of writing by others may be performed.</td>
<td>- Written communication regularly entails editing material drafted by others, often giving final approval to such materials.</td>
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<td>- For example, Associate Attorneys interview various parties to obtain, provide, and clarify information related to legal proceedings; present evidence to defend clients or prosecute defendants in criminal or civil litigation; present and summarize cases to judges and juries; negotiate settlements with opposing parties; and draft legal documents, legislation, or regulations.</td>
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**Classification Factor: Complexity**

*(Source: C&C Update November 2016)*

− This factor covers the nature and variety of tasks, steps, processes, methods and activities in the work performed; and the degree to which the employee must vary the work, discern interrelationships and deviations, or develop new techniques, criteria, or information.

− At the low end of the complexity scale, the work involves few, clear-cut and directly related tasks or functions.

− Other elements to consider when assessing complexity in work are:
  
  • *Status of Work:* How is work assigned? What other positions handle the work before and after it leaves the subject position?

  • *Selection of Assignments:* How are assignments determined? Are assignments pre-reviewed by supervisors or managers? What procedures are followed? What processes performed? What plans or actions are initiated or developed by the position? What independence or authority does the incumbent have to make decisions? What types of decisions are made? How much precedence influence such actions?

  • *Control of Position's Work by Others:* How much technical supervision over assignments is exercised by supervisors or managers?

  • *Variety and Scope of Work:* What type (analytical, technical or clerical) of work is done? How frequent is the work? What skills and abilities are needed to perform each task?

  − Simply stating in a justification letter or duties description that a position performs “complex duties” is not compelling. The complexity needs to be explained in detail with unambiguous, illustrative, and meaningful descriptions of such work.

  • Statements of such difficult or complex duties should and will be compared to the typical duties of the same class or occupation, and similar classes and occupations.

  − Claims of complexity will be suspect especially for requested atypical, high level positions in title series with numerous levels.

  • For example, in a title series with a Grade 18 (entry level), Grade 23 (advanced performance level); Grade 27 (first supervisory level); Grade 29 (managerial level), and additional classes of director and assistant director, classifying a position at Grade 29 based on complexity alone would be extraordinary. In such series, the roles of the Grade 27 and 29 positions not only entail preforming the most difficult duties but also the added responsibilities of supervision and management. It should be noted that supervisory and managerial activities may contribute to complexity.

  − Even if there are indicators that the work is complex, the frequency, intensiveness and extensiveness of such work will be weighed along with other classification factors such as communication, responsibility, and education and experience. In other words, complexity is not valued in isolation of other classification factors but instead in conjunction with these other components.

  − To be valid, claims of complexity must be supported by duties and responsibilities of a nature that do not override other classification factors but bolster them.
Classification Factor: Supervision  
(Source: C&C Update June 2016)

- This factor addresses both supervision exercised and supervision received. Supervision is not merely signing off on time and attendance. The Cambridge Dictionary states, to supervise is “to be responsible for the good performance of an activity or job.”
- Supervision entails assuming responsibility for the work of others by directing the work, reviewing it, ensuring those performing the work receive appropriate training, assessing employee performance, and being responsible for resolving work problems.
- Supervision usually includes having a significant say in hiring decisions.
- It is considered a factor when the supervisory responsibility requires a sufficient amount of time, such that the focus or nature of the job is impacted. Generally, this occurs when at least two full-time employees, who are performing the full range of duties of an occupation, report directly to the item in question.
  - When direct supervision is exercised over approximately eight or more full-time positions, the incumbents of which are performing the full range of duties of their titles, the focus of the job changes to full-time supervision.
- Supervisory responsibility impacts the allocation of a title: considerations include how many supervised; the level of the work (typically reflected in the allocations of those performing it); the scope of the work, and the range of duties performed by those supervised.
  - For example, a position supervising seven Office Assistants performing the same processing operation will be allocated lower than one supervising three units of professional staff involved in three distinct functions.

- Supervision received is evaluated in terms of how direct and how much supervision is provided. Although trainees and new employees often receive more supervision, the focus for classification purposes should be on how much supervision is typically provided to the position or group of positions.
- Supervisory activities in all ranges are closely related to activities involving the direction of work, which are considered under the Managerial Activities factor, and the Responsibility factor.
**Classification Factor: Managerial Activities**

*(Source: C&C Update July 2016)*

- A manager in an organization coordinates the efforts of people to accomplish goals and objectives using available resources efficiently and effectively. Major activities of managers include planning, organizing, staffing, leading/directing, and controlling.

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<tr>
<th>Planning</th>
<th>Organizing</th>
<th>Staffing</th>
<th>Leading/Directing</th>
<th>Controlling</th>
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<td>- Choosing appropriate organizational goals, short- and long-term, and choosing the correct directions, policies, and methods to achieve those goals. - Involves flexibility, as the planner must coordinate with all levels of management and leadership in the organization. - Involves knowledge of the available resources and the future objectives of the organization.</td>
<td>- Involves designating tasks and responsibilities to employees with the specific skill sets needed to complete the tasks. - Involves developing the organizational structures and chain of command within the organization.</td>
<td>- Includes hiring and assigning the right people for the right job. - Involves the training and development of employees to optimize their skills and efficiency. - Includes hiring, training/development, performance appraisals, promotions, and transfers.</td>
<td>- Ensures that all activities work together for the good of the organization. - Typically takes place in meetings and other planning sessions to ensure everyone is headed toward the same objectives and goals. - Includes good communication and motivational skills.</td>
<td>- Ensures that all functions of the organization are operating successfully. - Managers monitor and measure the degree to which the organization has reached its goals, and use that information to take corrective action as necessary and to inform continuing planning activities.</td>
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- In classification, once the job is identified as managerial, the relative level of the class needs to be determined. There are typically three levels of management: top or executive level, mid-level, and first-level.
- Determining the level of manager includes looking at the other classification factors required to perform the job successfully.
Classification Factor: Job Demands  
(Source: C&C Update August 2016)

- Job demands in this instance do not refer to the supply and demand of employees in an occupation. They instead deal with work pace and the nature and impact of time constraints on decision making and the conduct of work. They also relate to task repetitiveness, physical demands, and environmental conditions encountered.

- Allocation analysis of this factor takes into consideration a number of elements contributing to the overall nature of work, including presence or absence of repetition, the presence of time limits directing work output, the need for decision-making and environmental conditions present.
  - Classes that perform work consisting of repetitive short tasks requiring little interpretation or decision-making, where work environment may be noisy and have extremes in temperature, or require strenuous physical effort tend to be allocated at the lower levels.
  - Job demands in the higher allocated classes are characterized by activities that are varied and entail a high degree of decision-making, often in the context of immediate time constraints.

- The impact of job demands is evident in the allocation of various titles in state service.
  - For example, Security Services Assistant 1, Grade 6, and Security Officer, Grade 8, have similar duties and minimum qualifications. Security Officer, however, is allocated higher based on the work setting, which is likely to be secure; or have unruly or disruptive clients due to adverse benefit decisions.
  - Similarly, Mental Health Therapy Aide, Grade 9, and Secure Care Treatment Aid 1, Grade 11, perform similar duties, but in different settings to explain the difference in grade allocation.
  - In addition, Correction Officer, Grade 14, which requires a high school diploma, is allocated the same as police titles requiring an associate’s degree or 60 college credits. The work environment of Correction Officers contributes, in part, to their allocation being the same as other titles having greater minimum qualifications.

- Certain job demands inform right-to-know training and use of equipment to minimize exposure or worker injury or disability pursuant to federal Occupational Health and Safety Agency laws and regulations, and New York State’s Public Employees Safety and Health Act. For people or workplace hazards, worksites may qualify for a hazardous duty differential to compensate employees for such assignments.

- In addition to allocation, job demands analysis assists the Department of Civil Service in the design of examination and minimum qualifications, placement of titles in the appropriate jurisdictional classification, and establishment of hazardous duty pay.
**Reclassification & Reallocation Request Checklist**  
*PEF Civil Service Enforcement/Research Department*

Please use this checklist, along with the attached Frequently Asked Questions, to guide yourself through the request process. Inquiries to the PEF Civil Service Enforcement/Research Department should include this checklist, with as much specific information completed as possible.

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<th>PRELIMINARY INFORMATION</th>
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<tr>
<td><strong>TITLE/TITLE SERIES:</strong></td>
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<td>In what year was the last allocation?</td>
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<td>How many individuals are in each title?</td>
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<td>In which agencies do these titles exist?</td>
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<th>CHECKLIST</th>
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<tr>
<td>☐ Request that the reclassification/reallocation be placed on the L/M agenda.</td>
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<td>☐ If the title/title series exists in more than one agency, establish a joint L/M committee representing all affected agencies, if the title crosses agency lines, and agencies support the upgrade.</td>
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<td>☐ Obtain written support – agreement with the agency to pursue a request, and the assignment of agency staff to work on the request – of the agency.</td>
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| ☐ Prepare Request Justification draft addressing the following:  
  a) How have the seven classifications factors changed since the title was last allocated?  
  b) How are your titles different from those related classes allocated to lower grades that would warrant a salary grade increase?  
  c) How are your titles similar to those related classes allocated to higher grades that would warrant a salary grade increase? | Facts should be based on a significant and long-term change of the related: education and experience, communication, complexity, job demands, managerial activities, responsibility, and supervision of the position(s). |
| ☐ Submit draft proposal to CSE/R department for review, edits, and notes. | Assigned Staff member: |
| ☐ Agency submits proposal to C&C. | Date of Submission: |
| ☐ If approved, C&C forwards the proposal to the Department of Budget (DOB). | Date of Submission: |
| ☐ If rejected, the agency can appeal the decision to the Civil Service Commission (CSC). The CSC has the ability to overrule C&C’s decision and send the request to DOB for final approval. | |