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A Classification Compliance Audit of The Texas Department of Criminal Justice

August 1997

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Key Points of Report

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Overall Conclusion

The State Jail Division has a 100 percent rate of compliance, the Dominguez State Jail (non-security positions) has a 90 percent rate of compliance, the Criminal Justice Assistance Division has an 86 percent rate of compliance, and the Austin Parole Division of the Texas Department of Criminal Justice (Department) has a 91 percent rate of compliance with the Position Classification Plan. The Department was reviewed to monitor its compliance with the Position Classification Plan.

Key Facts and Findings

- All eight positions at the State Jail Division were properly classified. Nine out of 87 non-security positions reviewed at the Dominguez State Jail were misclassified. Eleven out of 79 positions reviewed at the Criminal Justice Assistance Division were misclassified. Twenty-nine out of 329 positions reviewed at the Austin Parole Division were misclassified.
- There were two instances in which an inappropriate reporting relationship was found.

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Office of the State Auditor

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This review was conducted in accordance with the Position Classification Act, Texas Government Code 654.

Overview

In the following table, the incumbents' present positions are listed using the current classification title, classification number, and salary group. The incumbents' recommended positions are listed using the new classification

title, classification number, and salary group. These new titles, classification numbers, and salary groups will become effective September 1, 1997.

Position Number	Recommendations		
	Status	Classification Number	Title
1	Present: Recommended:	0133-06 0150-A8	Secretary II Administrative Technician I
2	Present: Recommended:	1504-15 9054-A15	Administrative Technician IV Maintenance Supervisor IV
3	Present: Recommended:	4735-14 5146-A14	Education Consultant Recreation Program Specialist IV
4	Present: Recommended:	4735-14 0154-A13	Education Consultant Administration Technician series
5	Present: Recommended:	7420-14 7402-B5	Law Librarian I Librarian II
6	Present: Recommended:	9085-14 9053-A14	Plant Maintenance Manager I Maintenance Supervisor III
7	Present: Recommended:	9085-14 9053-A14	Plant Maintenance Manager I Maintenance Supervisor III
8	Present: Recommended:	9085-14 9053-A14	Plant Maintenance Manager I Maintenance Supervisor III
9	Present: Recommended:	9086-16 9055-A16	Plant Maintenance Manager II Maintenance Supervisor V
10	Present: Recommended:	0055-06 0150-A8	Clerk III Administrative Technician I
11	Present: Recommended:	1501-08 0055-A6	Administrative Technician I Clerk III
12	Present: Recommended:	0205-08 0150-A8	Data Entry Operator III Administrative Technician I
16	Present: Recommended:	0546-17 3585-B9	Research Specialist II Ombudsman I
17	Present: Recommended:	1563-17 1570-B9	Program Administrator I Program Specialist I
18	Present: Recommended:	1563-17 1156-B9	Program Administrator I Budget Analyst II

Overview

Position Number	Recommendations		
	Status	Classification Number	Title
19	Present: Recommended:	1563-17 1156-B9	Program Administrator I Budget Analyst II
20	Present: Recommended:	1563-17 1156-B9	Program Administrator I Budget Analyst II
21	Present: Recommended:	1563-17 1783-B9	Program Administrator I Training Specialist III
22	Present: Recommended:	1564-18 1784-B11	Program Administrator II Training Specialist IV
23	Present: Recommended:	5512-18 0517-B11	Program Specialist I Planner II
24	Present: Recommended:	0055-06 9402-A5	Clerk III Vehicle Driver II
25	Present: Recommended:	0055-06 0203-A6	Clerk III Data Entry Operator II
26	Present: Recommended:	0055-06 1702-A6	Clerk III Human Resources Clerk II
27	Present: Recommended:	0067-11 1711-A11	Clerical Supervisor IV Human Resources Assistant
28	Present: Recommended:	0135-07 0150-A8	Secretary III Administrative Technician I
29	Present: Recommended:	0203-06 0055-A6	Data Entry Operator II Clerk III
30	Present: Recommended:	0203-06 0055-A6	Data Entry Operator II Clerk III
31	Present: Recommended:	1502-11 0067-A11	Administrative Technician II Clerical Supervisor III
32	Present: Recommended:	1563-17	Program Administrator I Parole Officer series
33	Present: Recommended:	1563-17	Program Administrator I Parole Officer series
34	Present: Recommended:	1563-17	Program Administrator I Parole Officer series
35	Present: Recommended:	1563-17	Program Administrator I Parole Officer series
36	Present: Recommended:	1563-17	Program Administrator I Parole Officer series

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Position Number	Recommendations		
	Status	Classification Number	Title
37	Present: Recommended:	1563-17	Program Administrator I Parole Officer series
38	Present: Recommended:	1782-15 0156-A15	Training Specialist III Administrative Technician IV
39	Present: Recommended:	5212-12 4540-B6	Caseworker II Parole Officer I
40	Present: Recommended:	5212-12 4540-B6	Caseworker II Parole Officer I
41	Present: Recommended:	5212-12 4540-B6	Caseworker II Parole Officer I
42	Present: Recommended:	5212-12 4540-B6	Caseworker II Parole Officer I
43	Present: Recommended:	5212-12 4540-B6	Caseworker II Parole Officer I
44	Present: Recommended:	5212-12 4540-B6	Caseworker II Parole Officer I
45	Present: Recommended:	5212-12 4540-B6	Caseworker II Parole Officer I
46	Present: Recommended:	5212-12 4540-B6	Caseworker II Parole Officer I
47	Present: Recommended:	5513-19 1565-B11	Program Specialist II Program Administrator III
48	Present: Recommended:	5513-19 1565-B11	Program Specialist II Program Administrator III
49	Present: Recommended:	5513-19 1565-B11	Program Specialist II Program Administrator III
50	Present: Recommended:	5513-19 1565-B11	Program Specialist II Program Administrator III
51	Present: Recommended:	5513-19 1565-B11	Program Specialist II Program Administrator III
52	Present: Recommended:	5513-19 1565-B11	Program Specialist II Program Administrator III

Overview

The State Classification Office in the State Auditor's Office conducted a classification compliance audit of the Texas Department of Criminal Justice in which all full-time classified positions within the State Jail Division, the Dominguez State Jail (non-security positions), the Criminal Justice Assistance Division, and the Austin Parole Division (a combined total of 503 employees) were reviewed. Forty-nine positions were found to be misclassified.

In an effort to ensure that the identity of those employees whose positions were reviewed remains confidential, each incumbent was assigned a position number. A listing of each employee and his or her assigned number has been provided to the Department for reference.

In those instances in which a position was found to be inappropriately classified, the Executive Director of the Department should take the appropriate action to classify positions properly according to our recommendations or restructure them so that the work being performed is consistent with their classification.

We recommend that the Department review positions which have similar duties and classifications as those included in this report to determine the appropriate classification and make any necessary changes to maintain consistency throughout the Department.

Issues and Recommendations

Section 1:

State Jail Administration

All eight positions were properly classified.

Section 2:

Dominguez State Jail

Nine out of 87 non-security positions reviewed at the Dominguez State Jail were misclassified:

- Position Number 1, Secretary II (0133-06), should be an Administrative Technician I (0150-A8). The incumbent is responsible for researching and screening data on confinees for therapeutic community eligibility, presenting part of the new arrival orientation to inmates, ordering supplies, processing the mail, assisting with timekeeping, processing and distributing reports, and maintaining records and office machines. The focus of the incumbent's duties is to provide technical support for the Substance Abuse Treatment Program (SATP) by performing the research to determine eligibility, presenting program information to new arrivals, and compiling, preparing, and distributing reports. The general secretarial duties of preparing forms and screening calls represent a small percentage of time. The Administrative Technician class series more accurately describes the duties performed and maintains consistency among similar positions.

Management's Response:

This position recently became vacant and has been advertised/posted utilizing the Secretary II position description which accurately describes the duties to be performed. While we concur that the

Administrative Technician class series more accurately describes the duties that were being performed at the time of the review by the State Auditor's Office, it was not management's intention that it function in that manner. This position will be restructured so that the work being performed is consistent with its current classification.

- Position Number 2, Administrative Technician IV (1504-15), should be a Maintenance Supervisor IV (9054-A15). The incumbent assists in planning and supervising maintenance work, ensures proper materials are on hand and accounted for, processes materials requisitions, and controls all of the maintenance materials inventory. The Maintenance Supervisor class series more accurately describes the duties performed and maintains consistency among similar positions.

Management's Response:

We concur with this recommendation based on the duties described above. This position is located within the Facilities Division of TDCJ. The Employee Classification Section is currently in the process of reviewing all positions within that Division, and we will continue to search for other like-positions and reclassify them as recommended.

- Position Number 3, Education Consultant (4735-14), should be a Recreation Program Specialist IV (5146-A14). The incumbent plans, schedules, and directs recreational activities for inmates on a regular basis as well as special events. The revised Recreation Program Specialist class series more accurately describes the

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duties performed and maintains consistency among similar positions.

Management's Response:

We concur with this recommendation. Our intention is to convert these positions to the Recreation Program Specialist system wide.

- Position Number 4, Education Consultant (4735-14), should be an Administration Technician III (0154-A13) or IV (0154-A15). The incumbent is the Intake Supervisor and directly supervises 13 staff members. Current responsibilities are processing new arrivals including the creation of a photo identification card and conducting diagnostic testing and interviews. Since there is no occupationally specific title that addresses the current duties, the Administrative Technician class series at least maintains some consistency in similar positions. However, reclassification to this series creates a conflict in reporting relationships since the supervisor of this position is currently classified as an Administrative Technician IV (1504-15), and approximately one third of the staff members supervised by this position are classified as Administrative Technicians III (1503-13).

Management's Response:

We concur with this recommendation. These positions were recently reviewed system wide by the Employee Classification Section and will be reclassified to the Administrative Technician IV classification effective August 1, 1997. Regarding the conflict among reporting relationships, that has been corrected and this position will report to a Program Administrator I.

- Position Number 5, Law Librarian I (7420-14), should be a Librarian II (7402-B5). The incumbent is performing routine librarian duties in tracking the location of catalogued books, securing extra copies of books, providing materials to the inmates, and teaching inmates how to use the library. Additionally, the incumbent provides litigation support by coordinating an information flow and certified copies of information to various requestors such as the Attorney General's Office. Since the Law Librarian class series is being merged into the Librarian series as of September 1, it will more accurately describe the duties performed.

Management's Response:

We concur with this recommendation. Since the Law Librarian classification is being deleted September 1, it is our intention to reclassify these positions to the Librarian series at that time.

- Position Numbers 6, 7, and 8, Plant Maintenance Managers I (9085-14), should be Maintenance Supervisors III (9053-A14). The incumbents supervise and instruct inmates performing various plant maintenance work, complete work orders, and requisition parts or materials. The revised Maintenance Supervisor class series more accurately describes the duties performed and maintains consistency among similar positions.

Management's Response:

We concur with this recommendation. Since the Plant Maintenance Manager classification is being deleted September 1, it is our intention to reclassify these positions to the Maintenance Supervisor series at that time. As in position #2, these positions are located within the Facilities

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Division and are currently under review by the Employee Classification Section.

- Position Number 9, Plant Maintenance Manager II (9086-16), should be a Maintenance Supervisor V (9055-A16). The incumbent supervises plant maintenance projects and orders and inventories materials and tools. The revised Maintenance Supervisor class series more accurately describes the duties performed and maintains consistency among similar positions.

Management's Response:

We concur with this recommendation. Since the Plant Maintenance Manager classification is being deleted September 1, it is our intention to reclassify these positions to the Maintenance Supervisor series at that time. As in position #2, these positions are located within the Facilities Division and are currently under review by the Employee Classification Section.

Section 3:

Criminal Justice Assistance Division

Eleven out of 79 positions reviewed at the Criminal Justice Assistance Division were misclassified:

- Position Number 10, Clerk III (0055-06), should be an Administrative Technician I (0150-A8). The incumbent is mainly responsible for coordinating travel, reservations, and reimbursements 70 percent of the time. This responsibility, when compared with positions within the Department performing similar duties, is more consistently classified in the Administrative Technician series.

Management's Response:

We concur with this recommendation and will reclassify the position as indicated.

- Position Number 11, Administrative Technician I (1501-08), should be a Clerk III (0055-A6). The incumbent is performing tasks such as copying (40 percent), stuffing envelopes (25 percent), and data entry (25 percent). The Clerk III class series more accurately describes the clerical duties performed.

Management's Response:

We concur with this recommendation and will reclassify the position as indicated.

- Position Number 12, Data Entry Operator III (0205-08), should be an Administrative Technician I (0150-A8). The incumbent is mainly responsible for receiving, sorting, and distributing reports and tracking them in a log; completing forms relating to the reports; maintaining related records and files; performing data entry of reports, surveys, and exams into a database; and correcting errors and printing data verification reports. The incumbent uses the computer as a tool to accomplish the assigned duties and does not perform data entry the majority of the time. The Administrative Technician I class more accurately describes the general duties performed and is consistent with similar positions.

Management's Response:

We concur with this recommendation and will reclassify the position as indicated.

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- Position Number 16, Research Specialist II (0546-17), should be an Ombudsman I (3585-B9). The incumbent is responsible for responding to complaints and inquiries from inmates, their relatives, the public, other agencies, the Legislature, and the Governor's Office concerning the community supervision program; mediating resolution to the situations; developing local interest in, providing technical assistance in the establishment of, and monitoring the operation of statewide volunteer programs; performing duties of Victims' Services Coordinator in the absence of the coordinator; and accomplishing special projects such as speaking engagements and assisting with internal audits. The Ombudsman class series more accurately describes the duties performed.

Management's Response:

This position was recently reviewed by the Employee Classification Section and reclassified to Research Specialist II. At that time the Ombudsman classification was not available for use by TDCJ, only TWCC. Had it been available, that is the title that would have been selected. Therefore, we concur with this recommendation and will reclassify the position as indicated, to be effective September 1, 1997.

- Position Number 17, Program Administrator I (1563-17), should be a Program Specialist I (1570-B9). The incumbent is responsible for advising local organizations in developing and establishing new programs; providing program information; advising staff on budgets and funding; and monitoring expenditures for and assisting in achieving compliance with guidelines. The incumbent is not responsible for running a program, but providing advice about

running a program. The Program Specialist class series more accurately describes the duties performed.

Management's Response:

We concur with this recommendation and will reclassify the position as indicated. We have identified an additional like-position which will also be reclassified.

- Position Numbers 18, 19, and 20, Program Administrators I (1563-17), should be Budget Analysts II (1156-B9). The duties assigned to each position in the Funding and Fiscal Management Section include reviewing and analyzing budgets, making recommendations for grant funding, and providing technical assistance and budget guidance to staff. The Budget Analyst class series more accurately describes the duties performed.

Management's Response:

We concur with this recommendation and will reclassify the position as indicated. We have identified two additional like-positions which will also be reclassified.

- Position Number 21, Program Administrator I (1563-17), should be a Training Specialist III (1783-B9). The incumbent spends 70 percent of the time maintaining and revising audio/visual materials, lesson plans, and other materials and preparing for and delivering training programs. The incumbent has responsibility for the Case Certification Program, which is a specialty area rather than a justification for a different class series. The Training Specialist class series more accurately describes the duties performed and maintains consistency with comparable positions in the Department

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that spend similar time developing and presenting training programs.

Management's Response:

We concur with this recommendation and will reclassify the position as indicated.

- Position Number 22, Program Administrator II (1564-18), should be a Training Specialist IV (1784-B11). The incumbent spends 50 percent of the time developing and modifying curriculum and 40 percent of the time preparing for and delivering statewide training programs. The Training Specialist class series more accurately describes the duties performed and maintains consistency among similar positions.

Management's Response:

We concur with this recommendation and will reclassify the position as indicated.

- Position Number 23, Program Specialist I (5512-18), should be a Planner II (0517-B11). The incumbent functions as team leader of the planning team of three regions in analyzing, modifying, and maintaining the content, quality, and compliance with biennial community justice plans and special planning projects. Other responsibilities include consulting with and advising staff regarding training on programmatic and funding issues. The Planner class series more accurately describes the duties performed and maintains consistency among similar positions.

Management's Response:

We concur with this recommendation and will reclassify the position as indicated.

Section 4:

Austin Parole Division

Twenty-nine out of 329 positions reviewed at the Austin Parole Division were misclassified:

- Position Number 24, Clerk III (0055-06), should be a Vehicle Driver II (9402-A5). The incumbent is mainly responsible for driving a truck in delivering boxes and files to and from the Central Office. The position should be classified as a Vehicle Driver II because the incumbent spends the majority of time driving a truck and delivering goods rather than performing general office clerical work.

Management's Response:

We concur with this recommendation and will reclassify the position as indicated.

- Position Number 25, Clerk III (0055-06), should be a Data Entry Operator II (0203-A6). The incumbent is primary responsible for entering and updating information in a database. While the incumbent performs some clerical work, the position should be classified as a Data Entry Operator II because the incumbent spends the majority of time performing occupationally specific data entry work instead of general clerical work.

Management's Response:

We concur with this recommendation and will reclassify the position as indicated.

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- Position Number 26, Clerk III (0055-06), should be a Human Resources Clerk II (1702-A6). The incumbent's duties include scheduling employment interviews, typing and distributing human resources correspondence, responding to inquiries concerning job postings and applications, and maintaining human resources files and job descriptions. The position should be classified as a Human Resources Clerk II because the incumbent spends the majority of time performing occupationally specific clerical work in human resources instead of general clerical work.

Management's Response:

We concur that this position should be in the Human Resources series. However, to be consistent with other departmental Human Resources Representatives, we will reclassify this position to Human Resources Assistant (1711-A11).

State Classification Office Follow-Up Comment:

The Human Resources Assistant class will be appropriate for internal consistency, providing that the work being performed is consistent with other departmental Human Resources Representatives.

- Position Number 27, Clerical Supervisor IV (0067-11), should be a Human Resources Assistant (1711-A11). The incumbent functions as a Human Resources Representative and is responsible for human resource management work, such as assisting with employee selection. The position should not be classified as a Clerical Supervisor IV because the incumbent does not provide clerical supervisory work. Instead, the incumbent performs

occupationally specific human resource assistance work.

Management's Response:

This position became vacant after the State Auditor's Office reviewed it. While vacant the position was restructured and the classification was changed to Administrative Technician II. However, management within that department has indicated that the human resources duties will be reassigned to the position. Therefore, we concur with this recommendation and will reclassify the position as indicated. We identified one additional like-position which will also be reclassified to Human Resources Assistant.

- Position Number 28, Secretary III (0135-07), should be an Administrative Technician I (1501-A8). The incumbent functions as a Restitution Specialist. The incumbent's duties include determining restitution amounts and recipient information and notifying the appropriate staff regarding the restitution information. The Administrative Technician I class more accurately describes this position. The incumbent should not be classified as a Secretary III because the duties are not limited to general secretarial work such as typing and word processing, answering telephones and correspondence, reviewing mail, and receiving visitors. Instead, the incumbent performs more general administrative support work involving restitution.

Management's Response:

We concur with this recommendation and will reclassify the position as indicated.

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- Position Number 29, Data Entry Operator II (0203-06), should be a Clerk III (0055-A6). The incumbent's primary duties include collating invoices, copying, and entering data into a database system. The incumbent's duties are not limited solely to data entry work such as entering data and maintaining data files and documentation. The position should be classified as a Clerk because the incumbent spends the majority of time performing general office clerical work including some data entry work. However, the incumbent does not spend the majority of time performing data entry work.

Management's Response:

We concur with this recommendation and will reclassify the position as indicated.

- Position Number 30, Data Entry Operator II (0203-06), should also be a Clerk III (0055-A6). Similar to Position Number 29, the incumbent is responsible for various clerical duties and does not spend the majority of time performing data entry work. This position should be classified as a Clerk III because the incumbent receives, stamps, sorts, routes, and prepares correspondence; enters data; proofreads; files; faxes forms; answers the telephone and inquires; and maintains logs of work progress.

Management's Response:

We concur with this recommendation and will reclassify the position as indicated.

- Position Number 31, Administrative Technician II (1502-11), should be a Clerical Supervisor III (0067-A11). The incumbent spends the majority of time

supervising clerical staff. The incumbent's duties include training employees; planning, assigning, and supervising work activities; interpreting work procedures; and maintaining leave records. These duties fall within the Clerical Supervisor IV class. The position should be classified as a Clerical Supervisor IV because the incumbent spends the majority of time performing occupationally specific clerical supervisory work instead of general administrative support work.

Management's Response:

We concur with this recommendation and will reclassify the position as indicated.

- Position Numbers 32, 33, 34, 35, 36, and 37, Program Administrators I (1563-17), should be classified within the Parole Officer series (Parole Officer I [4540-B6], Parole Officer II [4541-B7], Parole Officer III [4542-B8], Parole Officer IV [4543-B10], and Parole Officer V [4544-B12]). The incumbents' duties include reviewing and processing files for certificate issuance and file material, resolving problem cases, preparing various reports, handling special cases, and providing information on the status of cases. The occupationally specific Parole Officer class series more accurately describes these duties. These positions should not be classified as Program Administrators I because they are not responsible for administering a Department program. Instead, they perform occupationally specific parole work.

Management's Response:

We concur with this recommendation and will reclassify the positions as indicated. We have also identified additional like-

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positions and will reclassify them accordingly.

- Position Number 38, Training Specialist III (1782-15), should be an Administrative Technician IV (1504-A15). The incumbent spends the majority of time maintaining existing and new training databases. This position should not be classified as a Training Specialist III because the incumbent does not plan, design, organize, conduct, or evaluate training programs. Instead, the incumbent provides technical assistance work in maintaining training databases.

Management's Response:

We concur with this recommendation and will reclassify the position as indicated.

- Position Numbers 39, 40, 41, 42, 43, 44, 45, and 46, Caseworkers II (5212-12), should be Parole Officers I (4540-B6). The incumbents' primary duty is direct supervision of parolees. The incumbents' duties include conducting home and office visits, preparing various reports, and conducting investigations. The Parole Officer I class more accurately describes these duties. The incumbents should be classified as Parole Officers I because their concentration is in direct supervision of parolees more so than planning treatment services for clients.

Management's Response:

These positions are part of a career ladder program which consists of Caseworker II, group 12, Parole Officer I, group 14, and Parole Officer II, group 15. The Caseworker title is utilized to underfill these positions. After one year of experience at this level, the incumbent is

promoted to Parole Officer I. After three years as a Parole Officer I, the incumbent is promoted to Parole Officer II. Promotion to Parole Officer III is accomplished competitively. This career ladder was developed based on Agency needs and the law (Article 76.005 of the Texas Government Code, Standards for Officers), which states that a person (1) must have acquired a bachelor's degree conferred by an institution of higher education accredited by an accrediting organization recognized by the Texas Higher Education Coordinating Board, and (2) unless the bachelor's degree is in criminology, corrections, counseling, law, sociology, or a related field that has been approved by the division, must have: (A) one year of graduate study in one of those fields; or (B) one year of experience in full-time casework, counseling, or community or group work that has been approved by the division. We request that these positions remain classified as Caseworker II, with the understanding that they will be promoted into the Parole Officer series upon gaining the one year experience required.

State Classification Office Follow-Up Comment:

The Caseworker II classification will be appropriate providing the incumbents' duties are restructured so that the majority of work being performed is consistent with the positions' current classification.

- Position Number 47, Program Specialist II (5513-19), should be a Program Administrator III (1565-B11). The incumbent is responsible for administering the Sex Offender Program. The incumbent should be a Program Administrator III because the incumbent oversees the Sex Offender Program; provides technical assistance; prepares,

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reviews, and analyzes program management reports and studies; oversees the preparation of training materials, policy manuals, and staff enhancement programs; develops program guidelines, policies, rules, and regulations; determines and prepares recommendations for budget requests; coordinates program activities with other organizations; and establishes, implements, and analyzes program outcome measures, goals, and priorities.

Management's Response:

We concur with this recommendation and will reclassify the position as indicated.

- Position Number 48, Program Specialist II (5513-19), should be a Program Administrator III (1565-B11). The incumbent functions as the Volunteer Program Administrator and spends the majority of time overseeing the Volunteer Program. The position should be a Program Administrator III because the incumbent's duties include assisting in developing goals, objectives, policies, and procedures; developing training materials and providing training; providing technical assistance and interpreting policies and procedures; reviewing and analyzing data related to volunteer operations; compiling and submitting statistical reports; and coordinating program activities with other organizations.

Management's Response:

We concur with this recommendation and will reclassify the position as indicated.

- Position Number 49, Program Specialist II (5513-19), should be a Program Administrator III (1565-B11). The

incumbent is responsible for administering the Mentally Ill and Mentally Retarded Offender and Electronic and Voice Monitoring programs. The position should be a Program Administrator III because the incumbent oversees the Mentally Ill and Mentally Retarded Offender and Electronic and Voice Monitoring programs; develops program guidelines, procedures, policies, rules, and regulations; establishes program goals and objectives; develops priorities and standards for achieving program goals; establishes program outcome measures and program evaluation activities; oversees program-specific training and the preparation of training and education materials; provides technical assistance; prepares, reviews, and analyzes program management reports and studies; coordinates program activities with other organizations; and determines and prepares recommendations for budget requests.

Management's Response:

We concur with this recommendation and will reclassify the position as indicated.

- Position Numbers 50 and 51, Program Specialists II (5513-19), should be Program Administrators III (1565-B11). The incumbents are responsible for administering the Substance Abuse Program. The positions should be Program Administrators III because the incumbents oversee the Substance Abuse program; coordinate program activities with other organizations; oversee the preparation of training and education materials; develop program guidelines, policies, rules, and regulations; establish substance abuse program goals and objectives; develop and/or approve schedules, priorities, and standards for achieving goals; review and monitor

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program evaluation activities; provide technical assistance; and oversee, prepare, review, and analyze program management and productivity reports and studies.

Management's Response:

We concur with this recommendation and will reclassify the position as indicated.

- Position Number 52, Program Specialist II (5513-19), should be a Program Administrator III (1565-B11). The incumbent's work is not limited to providing consultative and technical work in the planning, development, and implementation of a Department program. Instead, the incumbent's primary responsibility is administering the Substance Abuse and Sex Offender Vendor payment system. The position should be classified as a Program Administrator III because the incumbent spends the majority of time overseeing the Substance Abuse and Sex Offender Vendor payment system; developing payment system guidelines, policies, and procedures; ensuring staff members are trained to implement the system; directing staff activities; and negotiating contract budgets for services.

Management's Response:

We concur with this recommendation and will reclassify the position as indicated.

Section 5:

Inappropriate Reporting Relationships

In the past, our Office reported when we observed situations in which employees were being supervised by someone in the same or a lower salary group. Our Office considered these situations as inappropriate reporting relationships. Supervisory duties indicate a higher level of responsibility, and this should be reflected in the level of compensation (salary group level). While our Office is not reversing our position on inappropriate reporting relationships, we believe same salary group reporting relationships should be reviewed on a case-by-case basis and sometimes are justified. In the following instances, however, we believe the reporting relationships are inappropriate and should be changed or the positions should be restructured and the classifications changed to reflect the new duties and appropriate reporting relationships.

Position Numbers 53 and 54, Program Specialists II (5513-19), are currently supervised by a Program Specialist II (5513-19).

Management's Response:

We concur with this recommendation. We will review the reporting relationship and make appropriate changes as needed.

Appendix

Objective, Scope, and Methodology

The Texas Department of Criminal Justice was selected for review in order to monitor its compliance with the Position Classification Plan. All full-time classified positions within the State Jail Division, Dominguez State Jail (non-security positions), Criminal Justice Assistance Division, and the Austin Parole Division (a combined total of 503 employees) were reviewed.

In determining whether all full-time classified positions within the State Jail Division, Dominguez State Jail (non-security positions), Criminal Justice Assistance Division, and the Austin Parole Division were appropriately classified, we reviewed:

- State job descriptions
- Position questionnaires completed by the incumbents
- Organizational reporting relationships
- Internal salary relationships

In addition, we conducted interviews with 34 employees.

This review was conducted in accordance with the Position Classification Act, Texas Government Code, Chapter 654, by the following members of the State Auditor's staff:

- Juliette Torres, CCP, PHR (Project Manager)
- Mary Shearer
- Kelli Dan, CCP, PHR (Audit Manager)