



CA Judicial Council Classification Study Report

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**Gallagher Benefits
Services, Inc.**

[Fox Lawson Group]

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August 25, 2015

Mr. Martin Hoshino
Administrative Director
Judicial Council of California
455 Golden Gate Avenue
San Francisco, CA 94102-3688

Classification Study Report

Dear Mr. Hoshino:

Arthur J. Gallagher's Human Resources & Compensation Consulting Practice (Fox Lawson) is pleased to submit our final report for the job classification phase of the classification and compensation study.

The report is divided into eight sections, as follows

- Background
- Executive Summary
- Classification Study Goals
- Classification Study Process
- Classification Concepts
- Classification Findings and Recommendations
- Recommended Classification Structure
- Maintaining the Classification Plan

We appreciate having the opportunity to work with the Judicial Council of California on this significant project. Should you have any questions regarding the report, please contact Sandy Spellman at (602)795-2742; sandra_spellman@ajg.com or me at (602) 840-1070; bruce_lawson@ajg.com.

Sincerely,

Bruce Lawson, MPA, CCP, IPMA-CP
Managing Director



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I. BACKGROUND

The Judicial Council of California (JCC) is the chief policy making body of the California judicial system. In November, 2013, the Judicial Council, following a formal request for proposal process, selected Fox Lawson & Associates, a Division of Gallagher Benefit Services, Inc. to conduct a comprehensive, agency-wide, classification, Fair Labor Standards Act (FLSA), and compensation study for its staff. Before discussing the project itself, this section will introduce our firm.

Our practice within Gallagher Consulting has been in business since 1981, beginning as the public sector compensation consulting practice of Ernst & Young. In January 1995, Ernst & Young elected to withdraw from the public sector marketplace and sold its public sector compensation consulting practice to Fox Lawson & Associates LLC. On October 1, 2009, Arthur J. Gallagher & Company purchased Fox Lawson & Associates. We are now part of Gallagher Benefit Services, Inc., operating with the same personnel.

Gallagher Benefit Services, Inc. is a wholly owned subsidiary of Arthur J. Gallagher & Company, a publically traded company under the symbol AJG. Gallagher Benefit Services, Inc. was incorporated in 1999 in Delaware.

We specialize in public sector classification and compensation studies. These studies typically include: developing new classification structures and job descriptions, evaluating jobs with a job evaluation methodology to determine internal equity, conducting a custom tailored salary survey, developing a competitive pay system, recommending strategies to implement the new compensation structure, and ensuring appropriate administrative and procedural guidelines are in place to maintain the system.

Over the past 30 years, our practice has served more than 500 public sector, higher education and special district clients.

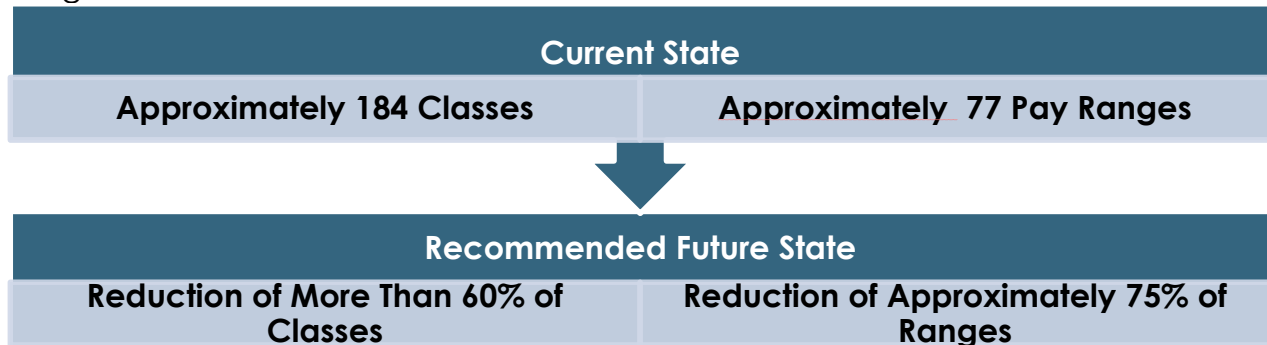


II. DIAGNOSTIC REVIEW

We conducted a diagnostic review of the current classification and compensation systems including a detailed job analysis based on current and new job documentation, employee occupational panels and interviews, as well as best practices nationwide. This report focuses on the classification and job evaluation phases of the overall study. Individual allocations, FLSA designations, and compensation study results and recommendations are addressed separately. System findings included:

Current System	Best Practices
<ul style="list-style-type: none"> - More than 70 Different Pay Ranges in Use - More than 180 Job Classifications – Narrow Class Structure - Lack of “Shape” to Pay Structure to Provide Ranges Appropriate to Jobs - Lack of Standardized Range Job Rate Differentials - Limited Merit & COLAs for Pay Progression 	<ul style="list-style-type: none"> - No More than 30 Pay Ranges - 1:10 or More Ratio of Classifications/Employees – Broad Class Structures - Funnel-Shaped Structures with narrower ranges at lower levels and broader ranges for professional and management levels - 5% - 10% Job Rate Progression Among Ranges - Use of Performance Pay for Horizontal Pay Range Progression

Based on the broad classification philosophy adopted by the Judicial Council staff and using the Decision Band™ Method of job evaluation to identify internal alignment, we recommend significant reduction of classifications and pay ranges.





III. CLASSIFICATION STUDY GOALS

The JCC administrative organization has undergone significant downsizing and restructuring and has not conducted an in-depth, agency-wide review of its classification and compensation structure in recent years. Because of the extensive changes that have occurred, and directives established by the Judicial Council, the Human Resources Office has been charged with developing a new job classification system that is broader, more flexible, and responsive to changes that will continue to occur within the JCC staff.

To conduct this study, the JCC staff contracted with the Fox Lawson Group of Gallagher Consulting to do the following for both manager and supervisor/all other classifications:

- Facilitate project strategic planning and provide ongoing project updates.
- Conduct job analysis activities including the development and collection of employee position description questionnaires (PDQs); employee and supervisor interviews (panels); assessment of employee classifications; and recommendations for class system improvements.
- Develop job documentation class specifications.
- Recommend and apply an appropriate job evaluation tool that is utilized to address internal alignment.
- Conduct a compensation study across all classifications.
- Development of a final report.

Based on the strategic project planning conducted with the Judicial Council staff, the following project goals and objectives were undertaken:

- Development of an appropriate job classification and compensation philosophy statement that supports Judicial Council goals and objectives;
- Development of a new job classification structure, supporting job classification descriptions, and FLSA status recommendations for each position;



- Provision an appropriate job evaluation tool for use with the new job classification system;
- Conduct of a market compensation study, consistent with the adopted compensation philosophy and strategy to determine appropriate market compensation levels for JCC jobs.
- Development of a recommended compensation structure that supports the adopted compensation philosophy and will allow the JCC to compensate its employees in a fair and equitable manner.



IV. CLASSIFICATION STUDY PROCESS

To achieve the study goals outlined in the previous section, the following activities were conducted based upon the contract, project planning with the Judicial Council staff, and best practice methods developed over 30 years of conducting public sector classification and compensation studies:

- Discussions with JCC administration to define project goals and objectives.
- Interviews with the Chairs of the various JCC Standing Internal Committees to obtain their perspectives relative to the classification and compensation program for the JCC.
- Development of a draft compensation philosophy and strategy for the JCC.
- Discussion of the various options relative to assessing internal equity (job evaluation) given the overall goal of broadening the job classification structure for the JCC. The Decision Band™ Method (DBM) of job evaluation was selected by the JCC administration as it works most flexibly with the broad job classification concept that is to be used in developing the new job classification system.
- Distribution of a detailed Position Description Questionnaire (PDQ) to each JCC employee. Completed PDQ's were reviewed by the immediate supervisor and manager prior to submittal directly to Fox Lawson.
- Fox Lawson conducted a series of occupational panels (group meetings with approximately 165 representative employees, supervisors and managers) to discuss the types and level of work conducted by employees within a particular occupational group. The objective of these sessions was to determine how many levels of work actually exist within the occupational group, along with the distinguishing characteristics between the levels, and the appropriate minimum qualifications for each level. The panel process also helped to identify overlap of essential duty responsibilities within many job families.
- Fox Lawson conducted individual (one-on-one) interviews with office leadership, as well as individual employees relative to their specific positions in order to clarify information that had been provided through the PDQ process (approximately 70-80 additional interviews were conducted to clarify job



families and/or PDQ information). We were able to resolve for classification purposes any supervisor/employee disagreements.

- Fox Lawson compiled all of the information collected and developed a proposed job classification structure originally consisting of 69 job classifications increased to 83 job classifications, based on JCC staff review and feedback, covering all positions and jobs within the JCC. The new structure resulted in a decrease in the number of job classifications from the current 184 job classifications.
- Fox Lawson presented the preliminary structure to the JCC administration, Standing Internal Committee Chairs and the JCC. Upon approval of the structure, Fox Lawson then developed the supporting Job Classification Specifications, FLSA recommendations for each position, and recommended allocation of employees to each class. Subsequently, recommendations were provided regarding reconsideration reviews of select allocations.



V. CLASSIFICATION CONCEPTS

Driving the design of the new job classification system is the philosophy of broad job classifications rather than the narrow, nearly position-specific classifications that currently exist in some cases. Broad job classifications are designed to provide flexibility to the organization in terms of job assignments since the focus is on the type and level of the work performed and NOT on individual tasks and duties. Duties and assignments may change as needed but unless the type and/or level of work also change, there is no impact on job classification. This is considered to be a more contemporary approach to job classification in both public and private sector organizations.

During the initial stages of the study, we reviewed the various options available for use by the JCC staff to establish and maintain internal equity within the job classification structure. The overriding principle is that the JCC administration has adopted a broad job classification concept whereby classifications would focus on the type and level of the work performed and NOT individual tasks and duties. Options presented included traditional point-factor job evaluation, factor-comparison, and pure market pricing of jobs. Because point-factor and factor-comparison approaches are predicated on using a more detailed job classification structure, and pure market pricing is not a realistically viable option in a public sector organization, the JCC staff leadership selected the Decision Band™ Method as the tool to be used for internal alignment.

Following is an overview of the Decision Band™ Method of job evaluation.

BACKGROUND

The Decision Band™ Method (DBM) of job evaluation is a highly effective method of objectively evaluating the worth of a job to an organization. A sound theoretical framework serves as the basis of the method that provides a consistent and valid approach to comparing and contrasting jobs.

Initially developed over thirty years ago by Professor Emeritus Thomas T. Paterson, and further refined by Fox Lawson's compensation consultants, the Decision Band™ Method has been tested in organizations throughout the world as a means of identifying rational distinctions in pay for all jobs. DBM has been used successfully in both public and private sector organizations. Organizations converting their current job evaluation plans to the DBM framework can be assured that their pay hierarchy will be reliable, valid and justifiable.



The basic premise of DBM is that the value of a job to an organization is based on its level of responsibility. Responsibility is reflected, and therefore measured, by the decision-making requirements of the job. Because all jobs require incumbents to make decisions in order to perform their jobs, decision-making is a logical and equitable basis on which to compare jobs within an organization.

SUMMARY OF METHOD

DBM job evaluation involves three basic steps. First, jobs are classified into one of six different "Decision Bands" based on the characteristics of the decisions that a job requires. This classification process reflects the level of responsibility of the job within the organization. The second step involves classifying the jobs within each "Decision Band" into one of two "Grades" based on the differential supervisory difficulty and effort required of the job. Each of the six bands is subdivided into two grades, (coordinating and non-coordinating) or subclasses, depending on the requirements to monitor or supervise subordinate jobs. At this point in the process, jobs will have been classified into a hierarchy of twelve different classes of jobs, based on the job's level of responsibility and supervisory difficulty and effort.

The third and final step involves further subdivision of jobs within each grade into subgrades by reference to the complexity, difficulty, and skills required of the job in relation to other jobs that have been classified into the same Band and Grade. Frequently, this subgrading is done within each occupational group in order to facilitate the making of relative judgments in comparing the complexity, difficulty, and skills required of jobs across different occupations.

OVERVIEW OF THE DECISION BAND™ METHOD

Banding

The first step in evaluating jobs using DBM involves Banding each decision-making task according to the kind of decision required. All jobs in an organization are composed of a set of tasks. In most organizations, job descriptions are formal documents that describe these tasks. In order to perform all its requirements each task requires the incumbent to make different kinds of decisions some of which may be of a higher level of greater difficulty than others. Each decision-making task is assigned a Band and a job is classified according to the highest level of decision required.

The Decision Bands are defined as follows:



BAND F - POLICY MAKING DECISIONS: These are decisions that determine the scope, the direction, and the overall goals of the whole organization. They are subject to few constraints other than those imposed by law and/or economic conditions, and they take into consideration all the major divisions or departments, the limits of funds available to each, and the scope of their programs. Band F decisions are the kind typically made by a Board, Council, or CEO.

BAND E - PROGRAMMING DECISIONS: Band E decisions deal with the means of achieving the goals established at Band F. These decisions are concerned with formulating or adjusting programs for the major Functions/divisions/departments, and allocating resources (facilities, people, money, materials) among these groups. The executives at Band E are typically in charge of, or responsible for, advising line executives, heading up such major functions as marketing, administration, production, and finance in private sector organizations, and major departments in public sector organizations.

BAND D - INTERPRETIVE DECISIONS: At Band D, the incumbents are required to interpret and carry out the programs or objectives developed at Band E. These decisions specify what is to be done in lower Bands, and how the resources allocated by Band E are to be deployed. If circumstances change, or if there is uncertainty about how resources are to be deployed, a Band D decision is required to establish what is to be done in similar circumstances in the future. Band D decisions are typically made by middle managers in various functions.

BAND C - PROCESS DECISIONS: Decisions in Band C involve determining the means or process of achieving the objectives, standards or guidelines established by Band D decisions. They are subject to the limits imposed by the available technology and resources and to the constraints set by Band D. Selecting the process is a decision that must precede carrying out the operations that make up the process. A process decision specifies what is to be done at Band B. These are typically decisions made by supervisory personnel and/or senior technical specialist positions.

BAND B - OPERATIONAL DECISIONS: These decisions focus on how to carry out the operations of the process specified by a Band C decision. There is, within the limits set by the specific process, a choice as to how and when the operations are carried out, but not as to what operations constitute the process.



BAND A - DEFINED DECISIONS: Band A decisions are confined to the manner and speed of performing the elements of an operation. There is, within the limits set by the prescribed operation, a choice as to how the elements are performed, but not as to what elements constitute the operation.

These Decision Bands form a continuum of responsibility within an organization. Thus, the higher the level of decision-making required, the greater the level of responsibility.

Grading

The next step in the evaluation process is to classify the jobs according to the difficulty and effort involved in the supervisory responsibilities, if any. Jobs which require the incumbent to supervise or monitor other jobs assigned to the same Band (except Band A jobs) are assigned to the higher (coordinating) of the two Grades within the Band to which his job has been assigned. Jobs which do not supervise or monitor other jobs at the same band, but may supervise or monitor jobs at the next lower band are assigned to the lower of the two grades (except Band A jobs). For example, a job that is assigned responsibility at the D7 level is responsible for supervising or monitoring jobs assigned to the D6 level. The D6 job may or may not supervise or monitor jobs at the C5 or lower Bands/Grades in the organization. Within each Band, there are, therefore, two Grades of jobs Coordinating and Non Coordinating.

Subgrading

The subgrading step within grades provides limited subjectivity within the evaluation process. Subgrading involves assessing the relative difficulty, complexity, and skills required of the job in comparison to the other jobs within the same Band and Grade. Since difficulty and complexity are stubborn concepts to apply, the Decision Band™ Method provides criteria to assist in determining the relative difficulty between decision-making requirements of jobs being evaluated such as:

- Time pressure
- Need for alertness
- Need for care and precision
- Essential skills and knowledge

The minimum number of subgrades necessary to distinguish class levels are used in any one class structure. However, the following chart identifies all possible subgrades.



DBM Structure

BAND	GRADE	SUBGRADE
F - Policy	11 – Coordinating/Supervisory	2(5)
		1(4)
	10 - Non-coordinating	3
		2
E - Programming	9 – Coordinating/Supervisory	1
		2(5)
	8 - Non-coordinating	1(4)
		3
D - Interpretive	7 – Coordinating/Supervisory	2
		1
	6 - Non-coordinating	2(5)
		1(4)
C - Process	5 – Coordinating/Supervisory	3
		2
	4 - Non-coordinating	1(4)
		3
B - Operational	3 – Coordinating/Supervisory	2
		1
	2 - Non-coordinating	2(5)
		1(4)
A - Defined	1 –Non-coordinating	3
		2
		1
	0 - Non-coordinating	3
		2
		1



VI. CLASSIFICATION FINDINGS AND RECOMMENDATIONS

The job classification structure that has been proposed to the JCC staff consolidates 184 current job classifications originally consisting of 69 job classifications increased to a total of 83 job classifications based on discussions with the JCC staff. The structure is consistent with the classification and compensation philosophy established by the JCC staff at the beginning of the project and serves as the basis for the compensation recommendations.

We conducted a diagnostic review of the current classification and compensation systems including a detailed job analysis based on current and new job documentation, employee occupational panels and interviews, as well as best practices nationwide. This report focuses on the classification and job evaluation phases of the overall study. Compensation study results, individual allocation and FLSA recommendations will be addressed upon completion of those project phases in a separate report. Overall system issues included:

- **Overlap of Duties** – Many current classifications contain the same type and level of work as other classifications and are often defined in terms of job longevity instead of differentiated duties. In addition, the same type and level of work appears to be identified as differing classes from one organizational unit to another (i.e. 23 different administrative support classifications.)
- **Lead Classes** – There appears to be a number of current classes differentiated by “lead” work with insufficient regard for span of control (1:7 is often used as a minimum), the level of class involved in need of lead direction and, in some cases, the identification of subordinates also “led” by others.
- **Supervisory Classes** – Although the class study is not designed to change the organizational structure, we do address federal guidance in assessing supervisory classes. In some cases, current supervisor class incumbents do not meet the minimum definition of conducting defined oversight essential duties for two or more FTEs with appropriate differentiation for oversight of employees within the same level of work versus those that may serve as supervisors of lower-level employees.
- **Misuse of Classifications** - It appears that in some cases, certain classifications have been established/used to achieve compensation, professional recognition or other objectives without regard for the work defined by the



classification which may overlap significantly with other classifications (i.e. accounting, attorney, “senior” classes and assistant director/senior manager classifications).

- **FLSA Designation** – In some cases, FLSA exempt classes appear to be utilized for incumbents that either do not do exempt work or no longer do exempt work.

In general, classification recommendations include:

- **Broad Classification Structure** – We recommend the Judicial Council move to a broader more flexible classification structure which clearly identifies the distinctions between levels, identifies the FLSA status of the work involved for each level; accommodates the general essential duties associated with the level of work; and provides for management within the essential duties which define classes of work. Position-specific assignments within classifications should address ongoing and changing needs of the organizations outside of the classification system.
- **Lead Work** – We recommend that “lead” classes be eliminated or accommodated, when necessary for span of control, through the pay system. In a knowledge-based organization, it is usually recognized that knowledge-sharing, participation in training, and managing assignments is an inherent responsibility of most professionals.
- **Decision Band™ Method** – We recommend the use of decision banding to assess internal alignment and provide an ongoing process for classification system maintenance. Decision banding is particularly suited to the broad classification philosophy adopted by the Judicial Council staff.
- **Appropriate Allocations** – We recommend the assignment of incumbents to the new class structure level based upon the best fit of incumbent current duties with the essential duties of the class.
- **Reclassification** – Reclassification activities, once any allocation appeals are resolved, should be minimized within a broad classification system. The essential duties of the class of work should be broad enough to accommodate ongoing flexibility in assignments within the level of work involved. It is intended that incumbents move from one level of work to a



higher level based on promotion as organizational need permits.

- **New Work** – To the extent that new work not accommodated by existing classifications presents, we recommend the use of the DBM to ensure appropriate internal alignment of any new classes within the class structure. However, in most broad class systems, new work can be accommodated within the existing structure without adding classes.



VII. RECOMMENDED CLASSIFICATION STRUCTURE

The following is a summary of the class system followed by the classification structures in alphabetical order that comprise the classification system. The classification structures are listed by job family with the class levels contained in the job series. The Decision Band™ Method (DBM) job evaluation rating associated with each class is provided for each level within the job structure.

Please note that the DBM ratings represent the internal alignment for only the JCC administration and cannot be compared to such ratings for any other organization because the ratings are based upon job content and not job titles.

Class System Summary

ADMINISTRATIVE SUPPORT	
Administrative Assistant	A13
Administrative Technician	B21
Administrative Specialist	B22
Administrative Coordinator	B23
Executive Coordinator	B24
Administrative Support Supervisor I/II	B31/B32
ANALYST	
Associate Analyst	B25
Analyst	C42
Senior Analyst	C43
Supervising Analyst	C51
APPLICATION DEVELOPMENT	
Application Development Analyst	C42
Senior Application Development Analyst	C43
Information Systems Supervisor I/II	C51/C52
AUDIT SERVICES	
Auditor	C42
Senior Auditor	C43
Audit Supervisor	C51



AV-MEDIA	
Media Technician	B22
Media Telecom Specialist	B23
Media Telecom Support Supervisor	B32
Media Producer	C41
Media Production Supervisor	C51
BUSINESS SYSTEMS	
Business Systems Coordinator	B24
Business Systems Analyst	C42
Senior Business Systems Analyst	C43
Business Systems Supervisor	C51
COMMUNICATIONS	
Graphics/Production Specialist	B24
Communications Editor	B25
Communications Analyst	C42
Communications Supervisor	C51
EDUCATION	
Education Developer	C42
Senior Education Developer	C43
Education Supervisor	C51
FACILITIES ANALYSIS	
Associate Facilities Analyst	B25
Facilities Analyst	C42
Senior Facilities Analyst	C43
Facilities Supervisor	C51
FACILITIES ENGINEERING	
Engineering Specialist	B25
Engineer	C42
Engineering Supervisor	C52
FACILITIES OPERATIONS	
Security Coordinator	C41
Facilities Management Administrator	C41
Facilities Operations Supervisor	C51



FACILITIES PROJECT MANAGEMENT	
Project Manager	C43
Senior Project Manager	C44
FACILITIES SUPPORT	
Facilities Assistant	A13
Facilities Specialist	B22
Facilities Support Supervisor	B32
FISCAL ANALYSIS	
Associate Fiscal Analyst	B25
Fiscal Analyst	C42
Senior Fiscal Analyst	C43
Fiscal Supervisor	C51
FISCAL SERVICES SUPPORT	
Fiscal Services Specialist	B22
Fiscal Services Coordinator	B23
Fiscal Services Support Supervisor	B32
HUMAN RESOURCES	
Associate Human Resources Analyst	B25
Human Resources Analyst	C42
Senior Human Resources Analyst	C43
Labor & Employee Relations Officer	C44
Human Resources Supervisor	C51
LEGAL SERVICES	
Legal Analyst	C42
Attorney I/II	C43/C44
Supervising Attorney	C52
LEGISLATIVE ANALYSIS	
Legislative Advocate	C44
MANAGEMENT	
Manager	D61
Principal Advisor	D62
Principal Manager Zone I/II	D62/D63
Director	E81
Chief Officer Zone I/II	E91/E92
Administrative Director	F101



TECHNOLOGY ANALYSIS	
Technology Analyst	C42
Senior Technology Analyst	C43
TECHNOLOGY SUPPORT	
Computer Support Technician	B23
Computer Support Specialist	B24
Technology Help Desk Coordinator	B25



Administrative Support

Description	Job Class	DBM Rating
<ul style="list-style-type: none"> - Clerical support, customer services - Filing, copying, document scanning - Data entry, word processing/distribution - Print/bindery services; mail distribution 	Administrative Assistant	A13
<ul style="list-style-type: none"> - Processing personnel forms and expense reports - Tracking forms and documents 	Administrative Technician	B21
<ul style="list-style-type: none"> - General administrative support to staff below the level of office leader - Database administration and web-page support - Support to projects and/or programs at the unit level 	Administrative Specialist	B22
<ul style="list-style-type: none"> - Sole admin support to an office leader - Multiple logistic coordination and specialized administrative support for judicial branch advisory bodies, specialized branch-wide programs, conferences, and events 	Administrative Coordinator	B23
<ul style="list-style-type: none"> - Admin support to a Chief Officer or the Administrative Director 	Executive Coordinator	B24
<ul style="list-style-type: none"> - Level I: Supervises 2-3 administrative support staff - Level II: Supervises 4 or more administrative support staff 	Administrative Support Supervisor I/II	B31/B32



Analyst

Description	Job Class	DBM Rating
<ul style="list-style-type: none"> - Non-exempt, analytical support - basic research, data collection - May assist in analysis/preparation as part of a team 	Associate Analyst	B25
<ul style="list-style-type: none"> - Journey-level professional analysis, research - Project/program management 	Analyst	C42
<ul style="list-style-type: none"> - Advanced journey-level analysis, research - Serves as organization-designated "consultant" providing in-depth expert knowledge 	Senior Analyst	C43
<ul style="list-style-type: none"> - Supervises 2 or more exempt-level analysts and other staff 	Supervising Analyst	C51

Application Development

Description	Job Class	DBM Rating
<ul style="list-style-type: none"> - Application, web properties and software development for Judicial Council and client court organizations - Focus on design, development, implementation, and support 	Application Development Analyst	C42
<ul style="list-style-type: none"> - Technical project manager for large, complex, difficult and/or sensitive projects - Serves as application developer subject matter expert - Overall administration and maintenance of multiple applications and/or modules 	Senior Application Development Analyst	C43
<ul style="list-style-type: none"> - Supervises 2 or more IT exempt staff as well as others - Level I: Smaller resources, budgets and projects - Level II: Larger resources, budgets and projects 	Information Systems Supervisor I/II	C51/C52



Audit Services

Description	Job Class	DBM Rating
<ul style="list-style-type: none">- Provides full range of journey-level professional audit work- May assist senior staff in for large, complex and sensitive projects- May serve as Auditor-in-Charge occasionally for smaller projects	Auditor	C42
<ul style="list-style-type: none">- Advanced journey-level professional audit work- Performs special audit work- Routinely serves as AIC for large, complex and sensitive projects	Senior Auditor	C43
<ul style="list-style-type: none">- Supervises 2 or more exempt audit staff as well as others	Audit Supervisor	C51



AV-Media

Description	Job Class	DBM Rating
<ul style="list-style-type: none"> - Operational/technical telecom & audio-visual support - Transports, sets up, takes down, and troubleshoots multimedia equipment 	Media Technician	B22
<ul style="list-style-type: none"> - Provides audio-visual/telecom system design and/or production design - Development, installation, upgrades, testing, and quality assurance for system infrastructure - Broadcast engineering 	Media/Telecom Specialist	B23
<ul style="list-style-type: none"> - Supervises 4 or more Media Techs/Specialists - Technical subject matter expert in audiovisual systems design/technical support and maintenance 	Media/Telecom Support Supervisor	B32
<ul style="list-style-type: none"> - Professional production management and direction for multi-media and distance learning 	Media Producer	C41
<ul style="list-style-type: none"> - Supervises 2 or more exempt AV-Media staff - Oversees audiovisual infrastructure operations 	Media Production Supervisor	C51



Business Systems

Description	Job Class	DBM Rating
<ul style="list-style-type: none"> - User support/system maintenance - Assists with business process analysis - Small-scale application changes 	Business Systems Coordinator	B24
<ul style="list-style-type: none"> - Technical and business process analysis - Works independently or as part of a team for moderately complex systems projects 	Business Systems Analyst	C42
<ul style="list-style-type: none"> - Functional and technical subject matter expert - Manages large, complex projects and enterprise-wide system implementations, deployments and upgrades 	Senior Business Systems Analyst	C43
<ul style="list-style-type: none"> - Supervises 2 or more IT exempt staff as well as others 	Business Systems Supervisor	C51

Communications

Description	Job Class	DBM Rating
<ul style="list-style-type: none"> - Organization-wide graphics support - Organization-wide electronic & print publication production support 	Graphics/ Production Specialist	B24
<ul style="list-style-type: none"> - Copy editing for organization-wide publications - Coordinates production and performs quality assurance according to Judicial Council publication standards 	Communications Editor	B25
<ul style="list-style-type: none"> - Provides strategic communications planning, messaging and consultation - Assists with public information dissemination 	Communications Analyst	C42
<ul style="list-style-type: none"> - Supervises 2 or more exempt communications staff as well as others 	Communications Supervisor	C51



Education

Description	Job Class	DBM Rating
<ul style="list-style-type: none"> - Curriculum/instructional design & content development - Live classes/distance learning for Judicial Council and courts - Focus on technical and coordination aspects 	Education Developer	C42
<ul style="list-style-type: none"> - Advanced journey-level providing consultation to courts, faculty, committees - Serves as organization-designated "consultant" providing in-depth expert knowledge - Serves as faculty 	Senior Education Developer	C43
<ul style="list-style-type: none"> - Supervises 2 or more exempt-level education/analyst staff as well as other staff 	Education Supervisor	C51

Facilities Analysis

Description	Job Class	DBM Rating
<ul style="list-style-type: none"> - Provides basic fiscal analysis, landlord-tenant relations and lease portfolio coordination 	Associate Facilities Analyst	B25
<ul style="list-style-type: none"> - Journey-level professional and technical analysis in planning & program mgmt related to facilities space design, real estate, health, safety & operations 	Facilities Analyst	C42
<ul style="list-style-type: none"> - Advanced journey-level providing consultation regarding capital projects, facility acquisition/disposition & operations - Serves as organization-designated "consultant" providing in-depth expert knowledge 	Senior Facilities Analyst	C43
<ul style="list-style-type: none"> - Supervises 2 or more exempt-level project management/facilities analysis staff as well as other staff 	Facilities Supervisor	C51



Facilities Engineering

Description	Job Class	DBM Rating
<ul style="list-style-type: none"> - Technical facility and construction engineering support - Inspection, plan review, preventative maintenance coordination 	Engineering Specialist	B25
<ul style="list-style-type: none"> - Journey-level mechanical and/or electrical engineering work - Engineering design review, equipment procurement & installation - Energy/resource management 	Engineer	C42
<ul style="list-style-type: none"> - Supervises 2 or more exempt-level Judicial Council staff 	Engineering Supervisor	C52

Facilities Operations

Description	Job Class	DBM Rating
<ul style="list-style-type: none"> - Planning, assessment, consultation and coordination of security aspects of judicial branch projects and personnel - Disaster and emergency response services, and building security 	Security Coordinator	C41
<ul style="list-style-type: none"> - Coordinating, inspecting, planning facility maintenance & repairs for assigned facilities - First line responders in facility emergencies - Reviews and approves expenditures - Oversees contractors/compliance 	Facilities Management Administrator	C41
<ul style="list-style-type: none"> - Supervises 2 or more exempt-level facilities management administrators and other staff 	Facilities Operations Supervisor	C51



Facilities Project Management

Description	Job Class	DBM Rating
<ul style="list-style-type: none"> - Journey-level capital construction project management - Site selection/acquisition, design, & construction and facility modification oversight 	Project Manager	C43
<ul style="list-style-type: none"> - Advanced journey-level project management for large and or/high-rise projects - Manages large/complex capital projects - Serves as a designated subject matter expert in architecture, engineering, or construction management 	Senior Project Manager	C44

Facilities Support

Description	Job Class	DBM Rating
<ul style="list-style-type: none"> - Provides intake, processing, and customer service for facility inquiries & service requests - Call center 	Facilities Assistant	A13
<ul style="list-style-type: none"> - Invoice reconciliation & processing for facility work orders - Contract/budget expenditure tracking - Customer service & data collection 	Facilities Specialist	B22
<ul style="list-style-type: none"> - Supervises 4 or more Facilities Support staff and other staff 	Facilities Support Supervisor	B32



Fiscal Analysis

Description	Job Class	DBM Rating
<ul style="list-style-type: none"> - Non-exempt, paraprofessional analytical or account maintenance, reconciliation, and reporting - Most complex account payables, contract expenditure monitoring or shared service contracts coordination 	Associate Fiscal Analyst	B25
<ul style="list-style-type: none"> - Professional level analytical, account review, reconciliation, reporting and consultation in accounting, budget, revenue and collections, contracting and treasury 	Fiscal Analyst	C42
<ul style="list-style-type: none"> - Advanced journey-level analysis, reporting and strategic consultation in accounting, budget, revenue & collections, trust & treasury, and contracting - Serves as a designated subject matter expert in assigned fiscal function 	Senior Fiscal Analyst	C43
<ul style="list-style-type: none"> - Supervises 2 or more exempt-level fiscal analysis staff as well as other staff 	Fiscal Supervisor	C51

Fiscal Services Support

Description	Job Class	DBM Rating
<ul style="list-style-type: none"> - Basic accounts payable and transaction processing for judicial branch and on behalf of client courts 	Fiscal Services Specialist	B22
<ul style="list-style-type: none"> - Specialized accounting operations and/or moderately complex accounts payable or formal procurement as the judicial branch representative 	Fiscal Services Coordinator	B23
<ul style="list-style-type: none"> - Supervises 4 or more fiscal services support staff 	Fiscal Services Support Supervisor	B31



Human Resources

Description	Job Class	DBM Rating
<ul style="list-style-type: none"> - Basic research and analysis - Judicial Council payroll and benefits administration - Employee benefit/leave counseling - Recruiting/selection support - Employee relations research/recognition 	Associate Human Resources Analyst	B25
<ul style="list-style-type: none"> - Provides journey-level analysis for Judicial Council and court HR needs - Class/comp, performance mgmt, absence mgmt, risk mgmt, employee relations, and organizational development 	Human Resources Analyst	C42
<ul style="list-style-type: none"> - Advanced journey-level analysis, research - Serves as organization-designated "consultant" providing in-depth expert knowledge in assigned area 	Senior Human Resources Analyst	C43
<ul style="list-style-type: none"> - Responsible for high-level labor and employee relations services 	Labor & Employee Relations Officer	C44
<ul style="list-style-type: none"> - Supervises 2 or more human resources exempt staff as well as others 	Human Resources Supervisor	C51



Legal Services

Description	Job Class	DBM Rating
<ul style="list-style-type: none"> - Journey-level professional analysis, research related to legislation, statutes, judicial decisions and rules of the court 	Legal Analyst	C42
<ul style="list-style-type: none"> - Level I: Provides legal subject matter expertise for development of judicial and legal education programs and publications - Level II: Provides legal advice to the Judicial Council & judicial branch entities - Serves as house council - Reviews & drafts rules, opinions and other legal documents 	Attorney I/II	C43/ C44
<ul style="list-style-type: none"> - Supervises 2 or more attorneys as well as other staff 	Supervising Attorney	C52

Legislative Analysis

Description	Job Class	DBM Rating
<ul style="list-style-type: none"> - Performs and coordinates specialized work in legislative, policy and fiscal impact analysis - High-profile advocacy and communication with the legislative and executive branches 	Legislative Advocate	C44



Management

Description	Job Class	DBM Rating
<ul style="list-style-type: none"> - Oversight of a designated organizational unit within a designated office - Oversight of free-standing office reporting to a Chief Officer 	Manager	D61
<ul style="list-style-type: none"> - Serves as highest level liaison/subject matter expert designated by the Executive Office providing advice & representation 	Principal Advisor	D62
<ul style="list-style-type: none"> - Functional management of two or more organizational units - Serves as second level or higher supervisor - Serves as second in command for a Director 	Principal Manager Zone I/II	D62/ D63
<ul style="list-style-type: none"> - Directs a designated office - Oversight of multiple assigned functions and significant resources 	Director	E81
<ul style="list-style-type: none"> - Oversight of multiple offices comprising a designated division 	Chief Officer Zone I/II	E91/ E92
<ul style="list-style-type: none"> - Top organization executive 	Administrative Director	F101



Technology Analysis

Description	Job Class	DBM Rating
<ul style="list-style-type: none"> - Supports infrastructure projects and programs, including network security - Requirements analysis, design, configuration, maintenance, and troubleshooting for network, security, servers, operating systems, and infrastructure 	Technology Analyst	C42
<ul style="list-style-type: none"> - Serves as an infrastructure specialist for major/complex infrastructure programs and/or projects 	Senior Technology Analyst	C43

Technology Support

Description	Job Class	DBM Rating
<ul style="list-style-type: none"> - Computer hardware, software, printer, tablet, smart phone and network connectivity support - Level 1 and occasional level 2 support 	Computer Support Technician	B23
<ul style="list-style-type: none"> - Computer hardware, software, printer, tablet, smart phone and network connectivity support - Level 2 and occasional level 3 support - Subject matter expert in installation, configuration and support 	Computer Support Specialist	B24
<ul style="list-style-type: none"> - Subject matter expert in desktop applications, mobile devices, operating systems and assigned productivity software applications and Virtual Private Network connections - Assigns, triages and escalates tickets 	Technology Help Desk Coordinator	B25



VIII. MAINTAINING THE CLASSIFICATION PLAN

Essential to the implementation of a new job classification system, especially one that is based on a markedly different concept than the system that has been in place since the 1970's, is the need to recognize that managing and maintaining the new system will be different than prior practice.

Since the focus will now be solely on the type and level of work performed, employees, supervisors, managers, and human resources staff will need to reorient the internal processes so that only the type and level of work are considered in making classification decisions. Changing assignments are largely facilitated within the broad class. The intent is that access to higher levels of work within a class series should be part of a competitive promotion process based on organizational need and not a matter of reclassification. Each classification will have an FLSA designation and it is a management responsibility to ensure that assignments are made consistent with class designations.

In addition, unless there is new work undertaken by the JCC staff, it is unlikely that new job classifications will need to be created. Individual positions may be reallocated or reclassified to other classifications in the system on a limited basis but the overall structure should provide sufficient flexibility to accommodate virtually any new position that may be created or reassignment of work resulting from internal reorganization.

System implementation and maintenance is dependent upon accommodation of a new method of classification management which is less position-specific and more class-specific. The class specification becomes the central document to the process. The flexibility for both management and employees inherent in a broad class system are mitigated by over-emphasis on position-specific job documentation which tends to be outdated and not responsive to the continual change in work, technology, resources, and organization.

Although the employee-specific position description questionnaire (PDQ) serves as an ongoing reference document, essential duties, knowledge and skill, physical factors, etc. are defined in the new system in the class specification. The PDQ can be updated for FLSA, reclassification and/or appeals reviews requiring position-specific information as needed. Other position-specific task assignments captured should be time-specific and may be of use in the performance management process to provide specific elements for performance planning and evaluation. Ideally, going forward, it is recommended that the identification of tasks/projects for



performance evaluation be part of a manager/employee developed plan at the beginning of the performance year. Otherwise, it is assumed that all reasonable task assignments made by a manager that are consistent with the broad essential duties contained on the employee's class specification are appropriate whether captured on the PDQ or not.

After the initial classification allocation appeal process is completed, to facilitate the transition to the new classification system, we recommend that reclassification consideration (other than reorganization or other isolated situations) be suspended for the first year to enable familiarity with the new classification system and the management adjustments necessary to work within the system. It is our experience that after the first year and with management dedication, reclassification requests are significantly decreased over those in the past and human resource organizations can spend more time providing consultative services.