



# Job Classification Review Guide

Updated July 2025

*Lisa R. Collier, CPA, CFE, CIDA*  
State Auditor

The State's Position Classification Plan (Plan) provides the salary structure for the majority of full-time and part-time jobs at state agencies. Employees in those jobs are referred to as classified employees. The salary structure establishes salary ranges for jobs and enables agencies to classify and pay employees appropriately for the work they perform. The State Classification Team, located within the State Auditor's Office, is responsible for maintaining the State's compensation and classification system; however, agencies have the first line of responsibility for ensuring that jobs are appropriately classified within the Plan.

This Job Classification Review Guide serves as a general guideline for agency use. It is designed to assist agencies in determining when to review jobs and how to conduct a job analysis. Agencies may create their own policies and procedures related to reviewing jobs to ensure proper classification in accordance with the Plan and are advised to consult with their general counsels when doing so. Employees and their supervisors should direct their questions to their agency's human resources department.

## Definition of "Job"

In this Guide, the term "job" refers to both current employee positions and vacant positions.

[When to Review Jobs](#) | Pg. 2

[Collecting Data for a Job Analysis](#) | Pg. 2

[Factors in Determining Proper Job Classification](#) | Pg. 3

[Misclassifications](#) | Pg. 5

[Addressing Misclassifications in a Timely Manner](#) | Pg. 7

[Salary Administration Rules for Reclassifications](#) | Pg. 8

[Frequently Asked Questions](#) | Pg. 8

[Helpful Resources](#) | Pg. 11

---

## When to Review Jobs

---

In accordance with Texas Government Code, Section 654.0155, agencies must review jobs annually to ensure proper classification.

Agencies may wish to review jobs to ensure proper classification in the following instances:

- During the annual performance evaluation process.
- Prior to posting a job announcement and/or when creating a new job.
- When there is a major change in duties and responsibilities and/or a job reassignment.
- When agencies or agency divisions undergo a reorganization that results in assigned job duties changing.
- When requested by the employee and/or supervisor in accordance with agency policy.
- When employees move from one agency to another due to a legislative transfer.
- When the Legislature approves new job classifications that may be more appropriate for the duties being performed.

---

### Plan Update Schedule

Every two years, the State Auditor's Office publishes a report to the Legislature on recommended changes to the Plan. Approved changes take effect September 1 after each legislative session.

In addition, positions may be reviewed during a classification compliance audit/review conducted by the State Classification Team. The latest classification compliance audits/reviews are available on the [State Auditor's Office's](#) website.

---

## Collecting Data for a Job Analysis

---

Job analysis is the process of collecting and analyzing information related to the duties, responsibilities, and skill sets necessary for a job.

To determine appropriate job classification, information can be obtained in various ways, including:

- Reviewing the State's and the agency's job descriptions.

- Reviewing job classification change/personnel actions documents submitted by employees or supervisors.
- Reviewing job postings.
- Reviewing organizational charts.
- Requiring employees and/or supervisors to complete questionnaires.
- Meeting with employees and supervisors.
- Observing the work being done.

---

## Factors in Determining Proper Job Classification

---

Proper job classification is based on many factors, some of which are listed in this section. However, agencies may have additional information they may need to consider. The proper classification of a job should be determined based on factors such as:

- **Job duties and percentage of time performing those duties.** For example, jobs where the majority of the work performed is related to purchasing goods or services should be classified in the Purchaser job classification series, with few exceptions.
- **Level of responsibility and complexity of work.** Not all jobs are equally complex or have the same level of responsibilities; therefore, the complexity of the work and the level of responsibility are important factors in considering appropriate job classification.

When determining job complexity and responsibility level, the following should be considered:

- How complex is the daily work?
- What level of education is required?
- Are unique skills, experience, or certifications required?
- What is the nature of the problems that need to be solved? Are those problems more or less complex than the problems associated with similar positions at the agency?
- How much discretion is given for making decisions?
- Do the job duties and responsibilities have a significant effect on the department or agency?
- Does the employee supervise other employees or serve as a team lead?

*For additional information regarding general guidelines that may be helpful when determining the level of complexity, see the [Job Description Guide](#).*

- **Level of supervision exercised.** Does the job require leading or supervising the work of other employees? If so, the following factors should be considered when determining the appropriate level:
  - *Level of authority.* Refers to the scope of and limits on the authority of the position to give and carry out instructions and make decisions. Further, consider whether the job includes supervisory responsibilities or is the job considered to be a team lead role.
    - A **team lead** generally serves as the source person for difficult questions and problems from less-experienced coworkers, coordinates the team's leave schedule, and presents project updates to the manager. In addition, the team lead generally is responsible for providing performance data used in the evaluation of team members or for providing input used in making disciplinary or reward decisions. A team lead does not conduct formal, evaluations, although they may provide and approve project evaluations.
    - A **manager** or **supervisor** assigns duties; hires, disciplines, and rewards employees; approves leave requests and formally evaluates employees; and spends up to one-third of the time performing non-supervisory duties. A supervisor is commonly found within senior level jobs in Salary Schedule B or C, but may also be found in some Salary Schedule A jobs, depending on the type of job.

*For additional information on the differences between team lead and manager/supervisor, see the [Full-time Equivalent \(FTE\) Employee Reporting Instructions and Information](#) guide.*

- Number of direct reports.
- Complexity of work performed by supervised employees. For example, will the job require supervising employees performing simple or routine work or supervising employees who perform complex or advanced work (some of whom may themselves supervise others)?
- Additionally, it is important to look at the job classification and makeup of the supervised workgroup. For example, will the job require supervising employees performing accounting duties or supervising employees across different job classifications performing a variety of work? It is recommended to reference and review organizational charts when reviewing supervisory responsibilities.

- **Level of supervision received.** Is the employee's work reviewed frequently, or does the employee receive general direction with occasional status checks?

*For additional information regarding guidelines that may be helpful when determining the level of supervision received, see the [Job Description Guide](#).*

Note: When reviewing job classifications, the employee's performance should not be the deciding factor in determining proper job classification. Similarly, an employee's qualifications should not be the primary consideration in determining appropriate classification. The proper classification of an employee should be determined primarily on the duties performed the majority of time, as well as the scope and nature of the job.

An agency's internal career ladder structure should not be solely based on time spent in a classification level. In addition, job duties of greater complexity should also be established to warrant the progression through the career ladder.

---

## Misclassifications

---

Jobs identified as being in a classification that is not the best fit for an employee's duties and responsibilities are considered to be misclassified.

If a job has been identified as misclassified, the agency must determine how it will address the misclassification. Options include the following:

- Restructure the employee's duties and responsibilities to conform to the current job classification.
- Reclassify the job.

### Restructuring

Agencies may choose to restructure job duties to align a job to the appropriate classification. It is the agencies' responsibility to identify and establish the assigned job duties and to ensure they reflect the appropriate job classification.

### Reclassification

A reclassification is defined by statute as a method to properly classify a position based on the actual duties that an employee currently performs. A reclassification does not indicate that the employee's assigned duties should or will be changed.

## Examples of Appropriate Justifications for a Reclassification of an Employee

**Example One:** A supervisor submits a revised job description for an employee and requests a reclassification review. A review of that job description determines that the current job functions have changed significantly since the last review. After having the employee complete a job analysis questionnaire, the agency finds that the duties have increased in complexity and responsibility and are now more consistent with a job classification level in a higher salary group.

**Example Two:** An employee classified as a Program Specialist I is moved from the operations and administration department to the accounting department. The employee's duties have evolved significantly since the transfer; now the employee performs accounting work the majority of the time, which is consistent with work found in the Accountant job classification series.

**Example Three:** Revisions to the Plan included the creation of a new job classification series. Several employees perform work that is more closely related to the new job classification series than to their current classification.

**Example Four:** A department within an agency has been restructured and has modified an employee's duties accordingly; however, the changes were not significant enough to warrant a change in classification. A subsequent job analysis indicates that the employee no longer performs senior-level duties, such as supervising others. The employee's job duties and responsibilities are now more reflective of a journey-level classification.

## Examples of Inappropriate Justifications for a Reclassification

The following situations may justify an increase in pay, but not a reclassification:

**Example One:** An employee has temporarily taken on additional duties while the agency waits to post a position. The agency anticipates the employee will perform the additional duties for only a few months.

In that instance, the additional duties are only temporary; therefore, the additional duties should not be a factor in determining the proper job classification.

**Example Two:** A supervisor has had difficulty retaining nurses due, in large part, to pay. The supervisor would like to reclassify everyone to the next higher salary group to be able to provide pay increases.

In that instance, the agency should conduct a job analysis. If findings indicate that employees are in the correct job classification, the agency should not reclassify them but instead should consider salary actions through appropriate methods, such as merit increases and/or pay equity adjustments.

**Example Three:** A supervisor has given an employee an outstanding performance evaluation. The supervisor has requested that the employee be reclassified to receive more pay.

In that instance, the supervisor should consider a merit increase to reward outstanding performance.

In summary, the following factors *should not* be the primary considerations in determining whether a position and/or employee is properly classified.

- Number of years in a job.
- Increased volume of the same type of work.
- Job performance.
- Functional job title.
- Additional qualifications an employee obtained when nothing else has changed.
- Recent certification.
- Desire to pay an employee more or less.
- Difficulty in recruiting.
- Temporary changes in duties.
- Employee is at the top of the salary range.

---

## Addressing Misclassifications in a Timely Manner

---

Upon determining that an employee is misclassified, an agency should reclassify the employee in a timely manner to ensure that:

- The employee receives the appropriate compensation for the work being performed. For example, an employee may need to receive a salary increase to bring his or her salary within the new salary group if the employee is being reclassified to a job in a higher salary group.
- The employee receives the recognition of a job classification title that is more appropriate for his or her duties and responsibilities. That may be especially important to an employee who will move to a higher salary group. An example is an employee classified as a Loan Specialist II (journey-level) who will be reclassified as a Loan Specialist IV (senior-level).

Note: Job postings should include job titles and corresponding salary ranges that are appropriate for the duties and responsibilities that will be performed. This practice may also assist with attracting a qualified applicant pool and retaining new hires. Agencies may use functional titles when posting and recruiting.

---

## Salary Administration Rules for Reclassifications

---

In accordance with Texas Government Code, Section 659.254, and reason code definitions published by the Office of the Comptroller of Public Accounts:

- A classified employee whose position is reclassified into a position with a higher salary group will receive his or her current salary or the minimum salary rate in the higher salary group, whichever is higher. In addition, agencies can provide up to a 6.8 percent increase for employees on Salary Schedules A or B for the purpose of maintaining desirable salary relationships among employees in the affected positions.
- A classified employee whose position is reclassified to a lower salary group will be paid at a salary rate that he or she would have received if the position had not been reclassified; however, the maximum of the salary range may not be exceeded.
- When a classified employee is reclassified into the appropriate job classification in a salary group with the same minimum salary, no change in salary is authorized.

More information about the Salary Administration Reason Codes and Rules for Reclassifications can be found at: [Reason Code Resources and Classification Salary Schedules](#).

---

## Frequently Asked Questions

---

### **1. Are agencies required to conduct job classification reviews?**

Yes, Texas Government Code, Section 654.0155, requires agencies covered by the State's Position Classification Act to review job assignments annually to ensure that jobs are classified properly. Agencies may also perform monthly reviews.

### **2. What if an employee is performing work at a higher level than the employee's current job classification, but the employee does not meet the minimum requirements for a higher level in the job classification series? For example, our internal job description requires five**



**years of experience to be classified as an Accountant V, but the employee has only four years of experience.**

Proper classification is determined by the level of responsibility and duties being performed and not solely by the education level, work experience, or time in a position.

An agency's internal job evaluation system should not drive state classification determinations. In other words, if your agency has an internal career ladder program that requires an employee to have worked for a particular amount of time in a lower-level position within a job classification series before moving to a higher level within the same job classification series, then the agency should ensure that the employee is not performing those higher-level duties prior to being promoted.

**3. What should an agency do if there is a need to pay an employee more when the employee is at the highest level in the job classification series?**

Jobs should be classified in the most appropriate classification based on the work performed. If an agency determines that additional levels are needed or if a reallocation is needed within a job classification series, it should submit a request to the State Classification Team during the biennial review of the Plan.

In situations in which a classified employee is paid at the top of their pay range, an agency may provide an employee with a one-time merit payment if they are qualified under Texas Government Code, Section 659.255, to receive one. A one-time merit payment is not added to the employee's base salary.

**4. What is the difference between a promotion and a reclassification?**

A promotion is a *change in job duties and assignments* of an employee from one job classification to another job classification that has a *higher minimum salary*; requires higher qualifications, such as greater skill or more experience; and involves a higher level of responsibility.

A reclassification is a change to a more appropriate job classification, *without a change in job duties*. A reclassification is meant to properly classify an employee based on the actual duties currently being performed and therefore does not indicate that the employee's assigned duties should or will be changed. An employee may be reclassified to a job classification with a higher salary group, a lower salary group, or the same salary group.

**5. Will a new title change an employee's Fair Labor Standards Act (FLSA) exemption status?**

FLSA exemption status is based on work performed. Additional information about FLSA is available on the [U.S. Department of Labor's website](https://www.dhs.gov/eis-offices/eis-1).

## 6. When can an agency give an employee a salary increase as a result of a reclassification?

A salary increase as a result of a reclassification may take effect at any time. Please contact the Office of the Comptroller of Public Accounts for additional guidance on effective dates.

## 7. Can an agency use a title on a functional job description that is different from a title used in the State's Position Classification Plan?

Yes, functional job descriptions used by agencies are typically more specific, since they are tailored to the agency's needs. These functional job descriptions form the basis for writing job postings and are used to provide guidance to managers and employees on job expectations, which consequently affect employee performance evaluations.

However, if an agency is using a functional title that is similar to a job classification title found in the State's Position Classification Plan but is not using a job classification title within that job classification series, then the agency should review the duties and responsibilities to ensure that the job is **not** misclassified.

For example, if the agency has a position classified as a Program Specialist but is using Employee Relations Coordinator as a functional title, then the Human Resources Specialist series may be the more appropriate job classification for the duties and responsibilities of that position. The Employee Relations Coordinator job may be misclassified.

In addition, an agency that has its own internal classification plan should **not** have career ladders in which classified employees move from one job classification series to another for the sole purpose of using additional salary groups. For example, the following table shows internal titles for executive assistants that correspond to both the executive assistant and program specialist job classification series found within the State's Position Classification Plan. In this example, two program specialist job classification titles appear to be used in order to utilize salary groups B18 and B20.

Agency Internal Title	Salary Group	State Job Classification Title
Executive Assistant I	B17	Executive Assistant I
Executive Assistant II	B18	<b><i>Program Specialist II</i></b>
Executive Assistant III	B19	Executive Assistant II
Executive Assistant IV	B20	<b><i>Program Specialist IV</i></b>
Executive Assistant V	B21	Executive Assistant III
Lead Executive Assistant	B23	Executive Assistant IV

**8. What should an agency do when an employee requests reclassification to a higher level, but the supervisor disagrees because the employee has poor performance?**

The proper classification of an employee is based on the duties currently being performed the majority of time, as well as the scope of the job. Proper classification is not based on the quality of an employee's work.

---

## Helpful Resources

---

- [Classification Compliance Reviews and Audits](#)
- [Conversion Manual for the Position Classification Plan](#)
- [Texas Human Resources Management Statutes Inventory](#)
- [Office of the Comptroller of Public Accounts' Texas Payroll/Personnel Resource](#)
- [Classification Reports - Compensation and Classification](#)
- [State of Texas Salary Schedules](#)
- [State of Texas General Appropriations Act](#)
- [State of Texas Job Descriptions](#)