



Memorandum

Date: December 17, 2019

To: HR Directors
Hillary Glasgow, COWins

From: Ramona Gomoll, Statewide Chief Human Resources Officer

Re: IT Professional Deconsolidation, Final Job Evaluation Letter

NOTE: These changes only affect classified employees in the IT Professional class series. The changes do not apply to non-classified employees.

Job Evaluation Letter (JEL) 20-02 has been released and is posted at www.colorado.gov/dhr/sms. It contains the final changes as a result of the Information Technology Professional Deconsolidation system maintenance study. Implementation is July 1, 2021. Please share this information with your appointing authorities, affected employees, budget officers, and any others in your department or institution.

If you have any questions, please contact Compensation at dpa_jobevalcomp@state.co.us.





System Maintenance Study

Narrative Report - Final Job Evaluation Letter

Information Technology Professional Deconsolidation Class Codes T1A1XX - T1A4XX

Conducted FY 2019-20

Background and Purpose of Study

The Information Technology Professionals (IT) Deconsolidation is conducted in accordance with CRS 24-50-104(1)(b), which requires the State of Colorado (State) Department of Personnel & Administration (DPA) to use a systematic approach to objectively determine and maintain alignment of job classes and occupational groups in the state personnel system. Such maintenance may include the assignment of appropriate pay grades that reflect prevailing wage as mandated by CRS 24-50-104(1)(a). The state personnel director has delegated authority for system studies to the Division of Human Resources (DHR).

This study is in response to recommendations from the annual compensation study, conducted by a third-party compensation consultant (Arthur J. Gallagher & Co.). Currently, the IT Professional class series categorizes IT positions into one of four broad classes with broad pay ranges: IT Technician, IT Professional, IT Supervisor, IT Manager. This study creates multiple individual class series for specific IT professions and improves the precision of market comparisons.

Methodology

The study was formally announced via email to HR Directors on July 29, 2019. The announcement asked for volunteers to participate as study team members. Criteria for selecting a study team member included being well versed in the job evaluation system's principles, structure, and factors; having the ability to think conceptually, systematically, and creatively; possessing the ability to devote the necessary time and energy required; and a willingness to "champion" the study by representing the team and its product.

From the volunteers for the study, the study team leader selected representatives from the Governor's Office of Information Technology (OIT), University of Northern Colorado, Department of State, Department of Education, Department of Law, CSU Pueblo, Adams State University, Department of Public Safety, Department of Military & Veterans Affairs, and the

Department of Natural Resources. Additionally, a study lead and representatives from DHR joined the study group. The study was comprised of the following tasks:

August

- Study Team members identified.
- HR point persons identified for all departments not represented on Study Team.
- Study Lead compiled historical information and collected representative position descriptions.
- Study Team met to discuss the objectives and process for the study.
- Study Lead drafted job capsules and sent to study team for review.

September

- Study Team met to finalize the job capsules.
- Study Lead created and sent position review spreadsheets to each agency.
- Department HR Offices partnered with their IT Leadership to obtain feedback on the job capsules and review how classified IT positions fit into the proposed deconsolidated classes.

October

- Study Lead compiled agency position review spreadsheets and drafted the deconsolidation crosswalk.
- Study Team met to finalize the deconsolidation crosswalk.
- Study Lead drafted class descriptions and sent to study team for review.
- Study Team met to review the class descriptions.
- Total compensation consultant, Arthur J. Gallagher (Gallagher) gathered market data.
- Study Lead drafted the Proposed Job Evaluation Letter (JEL).

November

- Study Team met to finalize the class descriptions and review the Proposed JEL.
- DPA Analytics conducted cost analysis.
- Study Team met to discuss pay range recommendations and finalize the Proposed JEL.
- Study Lead provided an update at the Statewide HR Leadership Forum.
- DHR reviewed the Proposed JEL with the State Personnel Director, CHRO, & CFO.
- Proposed JEL published.
- Meet and Confer process.

December

- Meet and Confer process, continued.
- Study Team met to discuss the Meet and Confer comments, incorporate feedback, and finalize the JEL.
- DHR reviewed the Final JEL with the State Personnel Director, CHRO, CFO & Budget Director.
- Final JEL published.

Issues and Findings

New Classifications

All classified positions currently in the IT Professional class series were considered in the development of new classifications. The work currently performed by classified state employees provided the basis for the proposed new class series (e.g. specific professions/disciplines of work), which are as follows:

- Cyber Security
- Database Services
- Geographic Information Systems (GIS)
- Identity & Access Management
- Information Technology*
- IT Business Analyst
- IT Developer
- IT Engineer
- IT Project Management
- IT Support Services
- Network Services
- Software Quality Assurance
- Systems Administration
- Webmaster

*The Information Technology class series is only for positions with broad IT responsibility (e.g. managers/directors over multiple IT functions, smaller IT departments where positions are responsible for many different IT functions).

For a description of each new classification, please see the proposed Class Descriptions. Examples of working titles for each classification are provided in the following table. Please note that this is for illustrative purposes only and is not an exhaustive list.

Table: Example Working Titles

Class Series	Example Working Titles
Cyber Security	Security Administrator, Sr Security Administrator
Database Services	Database Administrator I, Database Administrator II, Sr Database Administrator, Database Developer, Database Services Mgr
Geographic Information Systems (GIS)	GIS Technician, GIS Analyst, Sr GIS Analyst
Identity & Access Management	Enterprise AD & Messaging Admin, IAM Administrator I, IAM Administrator II, IAM Analyst, IAM Sr Analyst, IAM Work Lead, IAM Sr Mgr
Information Technology	IT Professional, IT Specialist, IT Supervisor, IT Manager, IT Director
IT Business Analyst	IT Business Analyst I, IT Business Analyst II, Sr IT Business Analyst
IT Developer	Developer I, Developer II, Sr Developer, Principal Developer

IT Engineer	Infrastructure Engineer, Sr Infrastructure Engineer
IT Project Management	IT Project Coordinator, IT Project Mgr I, IT Project Mgr II, Sr IT Project Mgr
IT Support Services	IT Desktop Tech Specialist, IT Service Desk Specialist, IT Desktop Analyst, IT Service Desk Analyst, IT Desktop Sr Analyst, IT Service Desk Sr Analyst, IT Desktop Work Lead, IT Service Desk Work Lead, IT Service Desk Supervisor, IT Desktop Mgr
Network Services	Network Administrator I, Network Administrator II, Sr Network Administrator, Network & Voice Analyst, Audio Visual and Infrastructure Engineer, Network Services Mgr
Software Quality Assurance	Tester I, Tester II, Sr Tester
Systems Administration	Systems Administrator I, Systems Administrator II, Sr Systems Administrator, Systems Administration Supervisor, Systems Administration Mgr
Webmaster	Webmaster

Classification Levels

The system's three job evaluation factors (Decision Making, Complexity, and Line/Staff Authority) and corresponding levels/definitions could not be altered by this study. The purpose of this portion of the study was to ensure that appropriate factor levels are reflected in the new classes.

Table: Job Evaluation Factors

Decision Making	Complexity	Line Authority	Staff Authority
1-Defined	1-Prescribed	1-Individual Contributor	1-None
2-Operational	2-Patterned	2-Work Leader	2-Staff Authority
3-Process	3-Formulative	3-Unit Supervisor	3-Senior Authority
4-Interpretive	4-Strategic	4-Second Level Supervisor	4-Leading Authority
5-Programmatic	5-Unprecedented	5-Third Level Supervisor/ Mgr	

To determine the levels to create for each new classification, the Study Team considered:

- The levels of work currently performed by classified positions (as submitted by agencies during the position review process);
- The current levels for the IT Professional class series; and,
- The levels that existed in the prior IT class series, "Information Technology Services" which was effective from July 1, 1999 until July 1, 2013.

Table: IT Professional Classification Levels

Current Class	Former Class	Decision Making	Complexity	Line/Staff Authority	Class Concept
IT Technician (1,2,1)	IT Tech. I	1-Defined	1-Prescribed	1-Individual Contributor	Entry Level Technician
	IT Tech. II	1-Defined	2-Patterned	1-Individual Contributor	Fully Operational Tech. or Entry Level Professional
IT Professional (3,3,1)	IT Prof. I	2-Operational	2-Patterned	1-Individual Contributor	Intermediate Level Professional
	IT Prof. II	3-Process	3-Formulative	1-Individual Contributor	Fully Operational Professional
	IT Prof. III	3-Process	3-Formulative	2-Work Leader or Staff Authority	Work/Project Leader or Staff Authority
IT Supervisor (4,4,3)	IT Prof. IV	3-Process	3-Formulative	3-Unit Supervisor or Senior Authority	Supervisor or Senior Authority
	IT Prof. V	4-Interpretive	4-Strategic	3-Unit Supervisor	First-Level Program Supervisor
IT Manager (5,4,4)	IT Prof. VI	5-Programmatic	4-Strategic	4-Second Level Supervisor	Second-Level Program Supervisor
	IT Prof. VII	5-Programmatic	4-Strategic	5-Third Level Supervisor/ Mgr	Third-Level Program Supervisor

Of the nine levels/class concepts outlined above, all levels have been created for each new classification, with the following exceptions:

- Entry Level Technician: Use only for “IT Support Services” series
- Fully Operational Tech. or Entry Level Professional: Do not use for “Information Technology” series
- Second/Third-Level Program Supervisors: Use only for “Information Technology” series

Pay Grades

Currently, the IT Professional class series categorizes IT positions into one of four broad classes with broad pay ranges, as outlined on the following table.

Table: FY 2019-20 Pay Grades

Class Code	Class Title	Pay Grade	Minimum	Midpoint	Maximum
T1A1	IT TECHNICIAN	T01	\$3,653	\$4,881	\$6,109
T1A2	IT PROFESSIONAL	T02	\$4,693	\$7,252	\$9,810
T1A3	IT SUPERVISOR	T03	\$7,135	\$9,534	\$11,932
T1A4	IT MANAGER	T04	\$8,619	\$10,808	\$12,997

Now that the broad IT Professional class series is being deconsolidated into more specific class series, the broad pay ranges are replaced with narrower ranges. This is consistent with the narrower ranges that exist for all other occupational groups.

The pay grades reflect a 10% differential between each midpoint. The pay range width (percent difference between the minimum and maximum) starts at 40% for grade T01 and incrementally increases to 70% at the highest pay grades. The ranges become wider at the higher levels as mastery of competencies requires more time and experience and promotional opportunities become more limited.

Table: FY 2021-22 Pay Grades

Pay Grade	Minimum	Midpoint	Maximum
T01	\$2,085	\$2,500	\$2,920
T02	\$2,290	\$2,750	\$3,205
T03	\$2,520	\$3,025	\$3,530
T04	\$2,775	\$3,330	\$3,885
T05	\$3,055	\$3,665	\$4,275
T06	\$3,225	\$4,030	\$4,840
T07	\$3,550	\$4,435	\$5,325
T08	\$3,905	\$4,880	\$5,860
T09	\$4,295	\$5,370	\$6,445
T10	\$4,725	\$5,905	\$7,090

Pay Grade	Minimum	Midpoint	Maximum
T11	\$4,995	\$6,495	\$7,990
T12	\$5,495	\$7,145	\$8,790
T13	\$6,045	\$7,860	\$9,670
T14	\$6,650	\$8,645	\$10,640
T15	\$7,315	\$9,510	\$11,705
T16	\$7,750	\$10,460	\$13,175
T17	\$8,520	\$11,505	\$14,485
T18	\$9,375	\$12,655	\$15,940
T19	\$10,310	\$13,920	\$17,525

The market data for this study was gathered by Gallagher, total compensation consultant, and reviewed by the study team to determine appropriate pay grade assignments. The market surveys utilized include:

- CompData Benchmark Pro, 2018
- Economic Research Institute (ERI)
- Employers Council Information Technology, 2019
- Mercer Information Technology, 2018 & 2019
- Willis Towers Watson General Industry Information Technology, 2019
- Willis Towers Watson General Industry Supervisory & Middle Management, 2019

The CompData Benchmark Pro, Mercer, Employers Council, Willis Towers Watson, and ERI surveys include both public and private sector employers. All market data has been aged to July 1, 2021 (the effective date of this study).

The following table details the new pay grades as a result of this study. The pay grades align the market median to the closest pay range midpoint. For example, the market median for Cyber Security I is \$5,815 and therefore, this class is placed in pay grade T10, which has a midpoint of \$5,905.

For Webmaster V, no market data was available. For this class, the study team utilized slotting, which involves reviewing the pay grades of other comparable positions with market data. Webmaster V has been slotted at pay grade T16 (one grade below Webmaster VI and one grade above Webmaster IV).

There were some situations where the market data would have placed two different levels in a class series in the same pay grade. In these situations, pay grades were reviewed to ensure pay progression from one level to the next. For example, the market data for Cyber Security V and Cyber Security VI would have placed both classes in pay grade T17. After review, Cyber Security VI was placed in pay grade T18 instead of T17. These situations are highlighted in blue in the following table.

Table: FY 2021-22 Pay Grades by Class Title

Class Code	Class Title	Class Concept	# EE's	Market Median	Pay Grade	Range Midpoint	Cost to Minimum
T1B1	Cyber Security I	Fully Op Tech/Entry Prof	0	\$5,815	T10	\$5,905	\$0
T1B2	Cyber Security II	Intermediate Professional	0	\$7,249	T12	\$7,145	\$0
T1B3	Cyber Security III	Fully Operational Prof	7	\$8,945	T14	\$8,645	\$0
T1B4	Cyber Security IV	Work Lead/Staff Auth	0	\$10,695	T16	\$10,460	\$0
T1B5	Cyber Security V	Supervisor/Sr Auth	0	\$11,418	T17	\$11,505	\$0
T1B6	Cyber Security VI	1st Level Program Supv	1	\$11,617	T18	\$12,655	\$2,454
T1C1	Database Services I	Fully Op Tech/Entry Prof	0	\$5,348	T09	\$5,370	\$0
T1C2	Database Services II	Intermediate Professional	3	\$7,770	T13	\$7,860	\$3,397

Class Code	Class Title	Class Concept	# EE's	Market Median	Pay Grade	Range Midpoint	Cost to Minimum
T1C3	Database Services III	Fully Operational Prof	22	\$9,539	T15	\$9,510	\$71,738
T1C4	Database Services IV	Work Lead/Staff Auth	5	\$11,178	T16	\$10,460	\$3,883
T1C5	Database Services V	Supervisor/Sr Auth	0	\$11,381	T17	\$11,505	\$0
T1C6	Database Services VI	1st Level Program Supv	1	\$11,579	T18	\$12,655	\$0
T1D1	GIS I	Fully Op Tech/Entry Prof	3	\$4,397	T07	\$4,435	\$0
T1D2	GIS II	Intermediate Professional	0	\$5,452	T09	\$5,370	\$0
T1D3	GIS III	Fully Operational Prof	7	\$6,699	T11	\$6,495	\$108
T1D4	GIS IV	Work Lead/Staff Auth	2	\$9,399	T14	\$8,645	\$0
T1D5	GIS V	Supervisor/Sr Auth	0	\$9,477	T15	\$9,510	\$0
T1D6	GIS VI	1st Level Program Supv	0	\$10,009	T16	\$10,460	\$0
T1E1	Identity & Access Mgt I	Fully Op Tech/Entry Prof	1	\$4,879	T08	\$4,880	\$0
T1E2	Identity & Access Mgt II	Intermediate Professional	0	\$5,938	T10	\$5,905	\$0
T1E3	Identity & Access Mgt III	Fully Operational Prof	13	\$7,854	T11	\$6,495	\$6,350
T1E4	Identity & Access Mgt IV	Work Lead/Staff Auth	2	\$7,478	T12	\$7,145	\$0
T1E5	Identity & Access Mgt V	Supervisor/Sr Auth	1	\$9,714	T15	\$9,510	\$0
T1E6	Identity & Access Mgt VI	1st Level Program Supv	0	\$11,500	T17	\$11,505	\$0
T1F1	IT Professional I	Intermediate Professional	8	\$6,057	T10	\$5,905	\$1,672
T1F2	IT Professional II	Fully Operational Prof	15	\$7,851	T13	\$7,860	\$102,045
T1F3	IT Professional III	Work Lead/Staff Auth	7	\$9,633	T15	\$9,510	\$28,150
T1F4	IT Professional IV	Supervisor/Sr Auth	11	\$10,608	T16	\$10,460	\$33,826
T1F5	IT Management I	1st Level Program Supv	5	\$9,830	T17	\$11,505	\$11,352
T1F6	IT Management II	2nd Level Program Supv	3	\$12,943	T18	\$12,655	\$0
T1F7	IT Management III	3rd Level Program Supv	3	\$16,200	T19	\$13,920	\$0
T1G1	IT Business Analyst I	Fully Op Tech/Entry Prof	0	\$5,615	T09	\$5,370	\$0
T1G2	IT Business Analyst II	Intermediate Professional	0	\$7,004	T12	\$7,145	\$0
T1G3	IT Business Analyst III	Fully Operational Prof	5	\$8,259	T14	\$8,645	\$11,136
T1G4	IT Business Analyst IV	Work Lead/Staff Auth	0	\$9,978	T15	\$9,510	\$0
T1G5	IT Business Analyst V	Supervisor/Sr Auth	1	\$11,124	T16	\$10,460	\$0
T1G6	IT Business Analyst VI	1st Level Program Supv	0	\$11,384	T17	\$11,505	\$0
T1H1	IT Developer I	Fully Op Tech/Entry Prof	0	\$5,950	T10	\$5,905	\$0
T1H2	IT Developer II	Intermediate Professional	12	\$7,018	T12	\$7,145	\$13,078
T1H3	IT Developer III	Fully Operational Prof	102	\$8,743	T14	\$8,645	\$107,357

Class Code	Class Title	Class Concept	# EE's	Market Median	Pay Grade	Range Midpoint	Cost to Minimum
T1H4	IT Developer IV	Work Lead/Staff Auth	7	\$10,486	T15	\$9,510	\$22,151
T1H5	IT Developer V	Supervisor/Sr Auth	0	\$10,698	T16	\$10,460	\$0
T1H6	IT Developer VI	1st Level Program Supv	5	\$11,169	T17	\$11,505	\$0
T1I1	IT Engineer I	Fully Op Tech/Entry Prof	0	\$5,732	T10	\$5,905	\$0
T1I2	IT Engineer II	Intermediate Professional	0	\$6,843	T12	\$7,145	\$0
T1I3	IT Engineer III	Fully Operational Prof	4	\$8,558	T14	\$8,645	\$0
T1I4	IT Engineer IV	Work Lead/Staff Auth	0	\$10,550	T15	\$9,510	\$0
T1I5	IT Engineer V	Supervisor/Sr Auth	0	\$11,385	T16	\$10,460	\$0
T1I6	IT Engineer VI	1st Level Program Supv	1	\$12,033	T17	\$11,505	\$0
T1J1	IT Project Management I	Fully Op Tech/Entry Prof	1	\$7,249	T12	\$7,145	\$1,510
T1J2	IT Project Management II	Intermediate Professional	4	\$8,255	T14	\$8,645	\$25,521
T1J3	IT Project Management III	Fully Operational Prof	5	\$9,907	T15	\$9,510	\$39,138
T1J4	IT Project Management IV	Work Lead/Staff Auth	2	\$10,867	T16	\$10,460	\$0
T1J5	IT Project Management V	Supervisor/Sr Auth	1	\$11,320	T17	\$11,505	\$0
T1J6	IT Project Management VI	1st Level Program Supv	0	\$11,939	T18	\$12,655	\$0
T1K1	IT Support Svcs Tech I	Entry Technician	1	\$3,982	T06	\$4,030	\$0
T1K2	IT Support Svcs Tech II	Fully Op Tech/Entry Prof	53	\$5,199	T09	\$5,370	\$65,442
T1K3	IT Support Svcs Prof I	Intermediate Professional	9	\$5,686	T10	\$5,905	\$1,132
T1K4	IT Support Svcs Prof II	Fully Operational Prof	133	\$6,467	T11	\$6,495	\$54,939
T1K5	IT Support Svcs Prof III	Work Lead/Staff Auth	8	\$8,411	T13	\$7,860	\$38,626
T1K6	IT Support Svcs Prof IV	Supervisor/Sr Auth	1	\$9,044	T14	\$8,645	\$0
T1K7	IT Support Svcs Prof V	1st Level Program Supv	4	\$9,565	T15	\$9,510	\$0
T1M1	Network Services I	Fully Op Tech/Entry Prof	3	\$5,408	T09	\$5,370	\$0
T1M2	Network Services II	Intermediate Professional	4	\$6,733	T11	\$6,495	\$1,186
T1M3	Network Services III	Fully Operational Prof	36	\$8,056	T13	\$7,860	\$43,938
T1M4	Network Services IV	Work Lead/Staff Auth	1	\$10,113	T14	\$8,645	\$0
T1M5	Network Services V	Supervisor/Sr Auth	0	\$10,364	T15	\$9,510	\$0
T1M6	Network Services VI	1st Level Program Supv	5	\$10,495	T16	\$10,460	\$0
T1N1	Software QA I	Fully Op Tech/Entry Prof	2	\$5,652	T10	\$5,905	\$0
T1N2	Software QA II	Intermediate Professional	2	\$6,541	T11	\$6,495	\$0
T1N3	Software QA III	Fully Operational Prof	10	\$7,672	T13	\$7,860	\$12,606
T1N4	Software QA IV	Work Lead/Staff Auth	0	\$9,562	T15	\$9,510	\$0

Class Code	Class Title	Class Concept	# EE's	Market Median	Pay Grade	Range Midpoint	Cost to Minimum
T1N5	Software QA V	Supervisor/Sr Auth	0	\$10,350	T16	\$10,460	\$0
T1N6	Software QA VI	1st Level Program Supv	0	\$10,250	T17	\$11,505	\$0
T1O1	Systems Admin I	Fully Op Tech/Entry Prof	0	\$6,399	T11	\$6,495	\$0
T1O2	Systems Admin II	Intermediate Professional	3	\$7,252	T12	\$7,145	\$0
T1O3	Systems Admin III	Fully Operational Prof	64	\$8,493	T14	\$8,645	\$175,697
T1O4	Systems Admin IV	Work Lead/Staff Auth	5	\$10,760	T16	\$10,460	\$62,476
T1O5	Systems Admin V	Supervisor/Sr Auth	1	\$11,115	T17	\$11,505	\$0
T1O6	Systems Admin VI	1st Level Program Supv	5	\$11,515	T18	\$12,655	\$12,039
T1P1	Webmaster I	Fully Op Tech/Entry Prof	1	\$5,476	T09	\$5,370	\$7,186
T1P2	Webmaster II	Intermediate Professional	0	\$6,530	T11	\$6,495	\$0
T1P3	Webmaster III	Fully Operational Prof	3	\$8,405	T14	\$8,645	\$16,408
T1P4	Webmaster IV	Work Lead/Staff Auth	0	\$11,173	T15	\$9,510	\$0
T1P5	Webmaster V	Supervisor/Sr Auth	0	---	T16	\$10,460	\$0
T1P6	Webmaster VI	1st Level Program Supv	0	\$11,398	T17	\$11,505	\$0

The following table summarizes the annual cost impact by class series.

Table: Cost to Grade Minimum by Class Series

Class Series	Total #EE's	# EE's Under Minimum	Cost to Minimum
Cyber Security	8	1	\$2,454
Database Services	31	12	\$79,018
Geographic Information Systems	12	2	\$108
Identity & Access Management	17	4	\$6,350
Information Technology	52	20	\$177,046
IT Business Analyst	6	1	\$11,136
IT Developer	126	25	\$142,586
IT Engineer	5	0	\$0
IT Project Management	13	7	\$66,170
IT Support Services	209	64	\$160,139
Network Services	49	7	\$45,124
Software Quality Assurance	14	1	\$12,606
Systems Administration	78	28	\$250,212
Webmaster	4	3	\$23,594
OTHER*	16	2	\$24,780
TOTAL	640	177	\$1,001,322

*Currently, there are 16 classified employees in the IT Professional Series identified as not fitting under one of the deconsolidated classes, but instead, fitting under an already existing classification (such as Computer Operator, Analyst, Data Management, etc.).

As another point of reference, the FY 2020-21 Annual Compensation Report showed that, overall, the Information Technology occupational group is 7.8% below market (based on the existing broad classes).

Minimum Qualifications

The DHR Consulting Services Unit is reviewing minimum qualifications. Once the review is completed, the minimum qualifications will be shared with HR Directors prior to being published. Any changes to minimum qualifications will not take effect until July 1, 2021 and will not be linked to the official class descriptions on the DHR website until then.

Meet and Confer Summary

C.R.S. 24-50-104(1)(b) requires the department to “meet and confer” with affected employees and employee organizations, if requested, regarding the proposed changes before they are implemented as final. In an effort to proactively facilitate this process, two public meetings were held December 3, 2019, at 9:00 am and 1:00 pm. Employees were given the option to attend in-person or via webinar. The study lead provided an overview of the study, findings, and recommendations to attendees before opening the meeting to questions and comments. Written comments were also invited. The official notice of proposed changes contained a deadline by which all “meet and confer” activity must conclude. All comments related to these proposed changes were due by the close of business on December 6, 2019.

A total of 136 employees attended one of the meet and confer meetings. Written comments were also received during the meet and confer process. The information gathered during the meet and confer did not necessitate any changes to the recommendations; however, a number of questions and concerns were raised. Responses to questions and concerns raised during the meet and confer process have been compiled into questions & answers by the following primary topics/area of concern:

- Study Purpose and Scope
- Class Placement
- Employee Pay
- Pay Grades
- Class Descriptions/Levels
- Promotions
- Classified vs. Non-Classified Positions

Study Purpose and Scope

1. What is this change meant to do?

Currently, the IT Professional class series categorizes IT positions into one of four broad classes with broad pay ranges: IT Technician, IT Professional, IT Supervisor, IT Manager. This study creates multiple individual class series for specific IT professions and improves the precision of market comparisons.

2. How many classified positions are impacted by this study?

There are approximately 650 classified positions in the IT Professional class series. Approximately 400 of the positions are in OIT and the remaining 250 positions are primarily in various Institutions of Higher Education.

Class Placement

3. What is class placement?

Class placement is the movement of a position in a class to the appropriate new or existing class. It is done primarily for the purpose of realigning and maintaining the accuracy of the job evaluation structure. The concept of realigning individual positions as the logical conclusion of a study is an accepted practice in the field of job evaluation.

4. How are class placements determined and who makes the final determination on what class an individual position will be moved to?

Class placements are based on the panel evaluation of position descriptions. As such, it is important that position descriptions are accurate. Agency HR professionals who are certified in Job Evaluation will conduct panel evaluations in Spring 2021 to ensure the correct placement of affected positions in their agency, effective July 1, 2021. In conducting the panel evaluations, agency HR will partner with appointing authorities to clarify any questions related to position duties and responsibilities.

5. When will we be notified of what our new classification will be?

Class placements will be finalized and shared with employees in Spring 2021 (prior to implementation on July 1, 2021).

6. Will we be getting a letter to let us know where we fall in the new class?

In Spring 2021, Agency HR offices will notify each impacted employee of their new class. DHR will provide an employee notification letter template that can be used to serve as official notification to impacted employees.

7. Is there a way to appeal if an individual disagrees with the class placement of their position?

Because class placement is realignment due to a change in the system, and not an individual adjustment to an assignment, all positions in the class or series are aligned under the system maintenance study and subject to its provisions (e.g., one effective date for the entire study, dollar-for-dollar implementation, no promotional examinations, no retention or appeal rights).

8. If an employee is placed into a class that ends up being a promotion, is the pay retroactive?

Class placement is realignment due to a change in the system, and not an individual adjustment to an assignment. As such, class placement does not result in a promotion or a demotion. Any changes as a result of this study are effective on July 1, 2021 and are not retroactive.

Employee Pay

9. How does this study impact employee pay rates?

System maintenance studies are implemented on a “dollar-for-dollar” basis, which means individual salaries remain unchanged except:

- If salary is lower than the new grade minimum, the employee’s salary will be raised to the new pay range minimum
- If salary is greater than the new grade maximum, employee continues to receive current salary for up to 3 years (saved pay)

10. Will there be a reduction in employee pay as a result of this study?

The only reduction in pay would be if employee pay is still over the grade maximum after the end of the three-year saved pay period. As this study is effective July 1, 2021, the saved pay period will expire on July 1, 2024. At that time, any employee salaries still above the grade maximum will be reduced to the grade maximum. Per Personnel Rule 3-7, “In no case shall

the employee's base pay remain above the grade maximum after three years from the action, even if it results in a loss in pay.”

11. If a person is in saved pay, does that mean no raises?

If an employee's base pay exceeds the grade maximum, the employee is not eligible for a base building salary increase. The payment of any base building salary increase that would cause base pay to exceed grade maximum is paid as a one-time, non-base building lump sum in the July payroll. It is important to remember that the study doesn't take effect until 7/1/2021, so it will have no impact on any salary increases for 7/1/2020.

12. Which employees are paid above the new grade maximum?

Class placements will be finalized and shared with employees in Spring 2021 (prior to implementation on July 1, 2021). At that time, any employees whose pay is over the new grade maximum will be notified. Based on preliminary class placements and estimated FY21 pay rates, we anticipate 11 employees (out of the ~650 classified IT Professionals) might have to go into saved pay.

13. Do you have percentages on who is impacted; who will be below grade minimums and who will be above grade maximums?

Page 11 of this report shows the number of employees below grade minimum and the cost to bring to the grade minimum, by class series. Based on data collected from agencies in September 2019, we estimate 177 out of 640 employees (28%) will be below grade minimums and 11 out of 640 employees (1.7%) will be above grade maximums.

14. What impact will this have on retirement pay?

The only potential impact from this study would be if your base pay changes.

15. Is there a mechanism to ensure that people who demonstrate dedication/loyalty to the state by having more experience/seniority will see some reward? It seems to me the old step system offered more incentive/reward for experience.

Personnel Rule allows departments to establish an incentive plan to reward employees. As described in Personnel Rule 3-21, “an appointing authority may grant an immediate non-base cash or non-cash incentive award to an employee in recognition of special accomplishments or contributions throughout the year or to augment merit pay, e.g., on-the-spot cash awards, work-life options, or administrative leave, in accordance with a department's established incentive plan.” Any questions related to incentives would need to be raised with your local HR department as incentive plans are managed locally by the agency or institution.

Pay Grades

16. What are the new pay grades?

The new grades and associated pay ranges can be found on page 6 of this report.

17. What is the target date to release new pay grades?

The new grades will take effective on July 1, 2021. Until then, the existing grades remain in effect.

18. Is there a table that corresponds the old to the new pay grades?

Yes. The JEL Chart, which is located in the final pages of this report, shows the current class and current grade and corresponding new class and new grade.

19. What market surveys were used to determine the pay ranges?

The market surveys utilized include:

- CompData Benchmark Pro, 2018
- Economic Research Institute (ERI)
- Employers Council Information Technology, 2019
- Mercer Information Technology, 2018 & 2019
- Willis Towers Watson General Industry Information Technology, 2019
- Willis Towers Watson General Industry Supervisory & Middle Management, 2019

20. Was the cost of living taken into account?

Because wage and income levels are different across the nation and even within local labor markets, differentials that factor in economic variations are calculated and applied to data that the State collects from employers outside Colorado. Differentials are calculated by referencing the Economic Research Institute (ERI) and figures reflect average wage and income levels by location. The State of Colorado is considered to be the base state and data from the other states are adjusted comparable to the base.

21. How were pay grades determined?

Aggregate market salary data for similar jobs was compiled by Gallagher, total compensation consultant and reviewed by the study team. Pay grades were assigned by aligning the market median to the closest pay range midpoint.

22. How were the pay ranges developed and can the pay ranges be made wider?

A pay range is the formal range of pay or value established as the lowest (range minimum) and highest (range maximum) base salary an employer will pay for a given job. Range width is the percentage difference between the minimum and maximum of the pay range. The new ranges reflect market practices for range widths.

23. Why are there some pay grades missing? For example, the IT Support Services Professional series does not contain the T12 pay grade level?

Pay grades were assigned by aligning the market median to the closest pay range midpoint. For the IT Support Services Professional series, the market median for IT Support Svcs Prof II (the fully operational professional level) is \$6,467 and therefore, the class is placed in pay grade T11, which has a midpoint of \$6,495. The market median for IT Support Svcs Prof III (the work lead/staff authority level) is \$8,411 and therefore, the class is placed in pay grade T13. In this situation, the market data supported a more than one pay grade difference between the fully operational professional level and the work lead/staff authority level.

24. Would you consider creating another group for the IT Support Service Professional II utilizing the T12 Pay Grade and then move half of the employees to this new group based on seniority status?

This approach does not align with the state's job evaluation system and pay plan. All positions within a job class are assigned to the same pay grade. Pay grade T11 has been assigned to IT

Support Service Professional II and applies to all positions within the class. In order for a position to be assigned a higher grade, the position must meet the requirements for a different class with a higher grade.

Class Descriptions/Levels

25. How were the levels within each classification determined?

To determine the levels to create for each new classification, the Study Team considered:

- The levels of work currently performed by classified positions (as submitted by agencies during the position review process);
- The current levels for the IT Professional class series; and,
- The levels that existed in the prior IT class series, “Information Technology Services” which was effective from July 1, 1999 until July 1, 2013.

26. It seems that the new classification levels do not account for an individual contributor with complexity being strategic and decision making programmatic?

As part of this study, we reviewed the job evaluation factors levels for existing positions (as submitted by agencies during the position review process). The only positions with decision making at the programmatic level and complexity at the strategic level are supervisors.

27. What will the new classifications be named?

A list of the new titles can be found in the JEL Chart, which is located in the final pages of this report. This information can also be found in the new class descriptions which are posted at www.colorado.gov/dhr/sms.

28. Will agencies be able to maintain separate working titles in addition to the class title?

Yes. As a class uses a general title and covers a range of individual jobs, the use of working titles is encouraged, especially with job announcements.

29. How does this study affect the Electronic Specialist series?

This study pertains to positions in the IT Professional series only. The Electronics Specialist series was reviewed as part of the last system maintenance study. Please see Job Evaluation Letter 19-02 posted at <https://www.colorado.gov/dhr/sms>.

Promotions

30. Does this study create a promotional ladder or promotional opportunities? How will promotions occur?

Class placements as part of a system maintenance study do not result in a promotion or a demotion. Instead, these movements are a realignment due to a change in the system. Promotions occur when there is an individual adjustment to an assignment that results in a position being reallocated to a different class with a higher grade. Opportunities for promotion may become available when a position is vacated or a new position is created due to business need.

31. Will there be any compensation for staff that have had no opportunity for promotion since OIT consolidated the classes?

A system maintenance study does not result in a promotion or a demotion. Opportunities for promotion may become available when a position is vacated or a new position is created due

to business need. For questions or concerns about your specific situation, please talk with your supervisor.

32. Will pay grade promotions only be available when an upper pay grade vacates? Promotions may also be available when a new position is created due to business need.

Classified vs. Non-Classified Positions

33. How does this affect non-classified positions?

System maintenance studies are conducted to maintain the state's classified job evaluation system and apply to classified positions only. Non-classified pay plans and role definition are managed locally by the agency or institution. All agencies and institutions are encouraged to consider parity across systems.

34. How do the proposed pay ranges compare with non-classified positions?

Pay ranges for non-classified positions are managed locally by the agency or institution. As such, this information would need to be obtained from your local HR department.

35. Will IT Developer have 6 levels and how does that map to the equivalent non-classified developer working titles?

Yes, the IT Developer classification has 6 levels. A description of each level can be found in the class description. Any questions related to non-classified titles would need to be raised with your local HR department as non-classified titles are managed locally by the agency or institution.

In addition to the questions above, a concern was raised regarding the market competitiveness of PERA/retirement benefits and that what is offered to state employees no longer attracts/retains qualified people as in the past. Concerns regarding retirement benefits are not in the scope of a system maintenance study.

Fiscal Impact for Implementation Year

CRS 24-50-104(4)(c) and (6)(a) requires that any study involving increased costs must be included in the Annual Compensation Report for an effective date on the ensuing July 1. In accordance with Personnel Director's Administrative Procedures, system maintenance studies are implemented on a "dollar-for-dollar" basis where an employee's current salary remains unchanged when a class is moved to a new grade. However, individual employee salaries that are below the new grade minimum are adjusted upward to the new grade minimum. If current salaries are above the maximum of the new grade, employees maintain their current salaries for up to three years as authorized by C.R.S. 24-50-104(1)(e). Indeterminate "cost avoidance" may result from any employees who are ineligible for base-building annual salary adjustment after the study is implemented. If current salaries are below the minimum of the new grade, employee salaries are increased to the new minimum, which results in cost. The estimated cost for the upward adjustment is \$1,001,322. Of the total cost, \$603,077 is for Executive Branch agencies and the remaining \$398,245 is for Non-Executive Branch agencies, such as Institutions of Higher Education. Pay grade changes will be implemented on July 1, 2021, following legislative review.

The following information depicts the assumptions made in the calculation of increased costs.

- Data was collected from agencies in September 2019 and is assumed to be accurate as of that date.
- The calculation of increased costs accounts for estimated FY21 pay rates.
- The implementation date of July 1, 2021 coincides with the presumed implementation of any annual compensation adjustments. In accordance with rules regarding the order of multiple actions on the same effective date, system maintenance studies are implemented first. For this reason, these calculations do not include FY22 annual compensation survey adjustments.
- PERA and Medicare costs are included in the calculations.

Recommendations

I. Occupational Group

No change. The new classifications will remain in the Information Technology Occupational Group.

II. Class Descriptions

The 14 new class descriptions created in the Information Technology Occupational Group are posted at www.colorado.gov/dhr/sms.

III. Class Conversion and/or Placement

Class placement is the movement of positions in the former class to the appropriate new class for the purpose of realigning and maintaining the accuracy of the job evaluation structure. Class placement is based on the panel evaluation of Position Descriptions. In Spring 2021, DHR will work with individual agencies to complete placements. Class placement results will be implemented on July 1, 2021.

FINAL JEL CHART - IT PROFESSIONAL DECONSOLIDATION
Effective July 1, 2021

JE Letter #: 20-02
Date of Letter: 12/17/19

Current Class			New Class		
Code	Title (limit 25 characters)	Pay Grade	Code	Title (limit 25 characters)	Pay Grade
T1A1XX	IT Technician	T01	T1B1XX	Cyber Security I	T10
T1A2XX	IT Professional	T02	T1B2XX	Cyber Security II	T12
T1A2XX	IT Professional	T02	T1B3XX	Cyber Security III	T14
T1A2XX	IT Professional	T02	T1B4XX	Cyber Security IV	T16
T1A3XX	IT Supervisor	T03	T1B5XX	Cyber Security V	T17
T1A3XX	IT Supervisor	T03	T1B6XX	Cyber Security VI	T18
T1A1XX	IT Technician	T01	T1C1XX	Database Services I	T09
T1A2XX	IT Professional	T02	T1C2XX	Database Services II	T13
T1A2XX	IT Professional	T02	T1C3XX	Database Services III	T15
T1A2XX	IT Professional	T02	T1C4XX	Database Services IV	T16
T1A3XX	IT Supervisor	T03	T1C5XX	Database Services V	T17
T1A3XX	IT Supervisor	T03	T1C6XX	Database Services VI	T18
T1A1XX	IT Technician	T01	T1D1XX	GIS I	T07
T1A2XX	IT Professional	T02	T1D2XX	GIS II	T09
T1A2XX	IT Professional	T02	T1D3XX	GIS III	T11
T1A2XX	IT Professional	T02	T1D4XX	GIS IV	T14
T1A3XX	IT Supervisor	T03	T1D5XX	GIS V	T15
T1A3XX	IT Supervisor	T03	T1D6XX	GIS VI	T16
T1A1XX	IT Technician	T01	T1E1XX	Identity & Access Mgt I	T08
T1A2XX	IT Professional	T02	T1E2XX	Identity & Access Mgt II	T10
T1A2XX	IT Professional	T02	T1E3XX	Identity & Access Mgt III	T11
T1A2XX	IT Professional	T02	T1E4XX	Identity & Access Mgt IV	T12
T1A3XX	IT Supervisor	T03	T1E5XX	Identity & Access Mgt V	T15
T1A3XX	IT Supervisor	T03	T1E6XX	Identity & Access Mgt VI	T17
T1A2XX	IT Professional	T02	T1F1XX	IT Professional I	T10
T1A2XX	IT Professional	T02	T1F2XX	IT Professional II	T13
T1A2XX	IT Professional	T02	T1F3XX	IT Professional III	T15
T1A3XX	IT Supervisor	T03	T1F4XX	IT Professional IV	T16
T1A3XX	IT Supervisor	T03	T1F5XX	IT Management I	T17
T1A4XX	IT Manager	T04	T1F6XX	IT Management II	T18

Current Class			New Class		
Code	Title (limit 25 characters)	Pay Grade	Code	Title (limit 25 characters)	Pay Grade
T1A4XX	IT Manager	T04	T1F7XX	IT Management III	T19
T1A1XX	IT Technician	T01	T1G1XX	IT Business Analyst I	T09
T1A2XX	IT Professional	T02	T1G2XX	IT Business Analyst II	T12
T1A2XX	IT Professional	T02	T1G3XX	IT Business Analyst III	T14
T1A2XX	IT Professional	T02	T1G4XX	IT Business Analyst IV	T15
T1A3XX	IT Supervisor	T03	T1G5XX	IT Business Analyst V	T16
T1A3XX	IT Supervisor	T03	T1G6XX	IT Business Analyst VI	T17
T1A1XX	IT Technician	T01	T1H1XX	IT Developer I	T10
T1A2XX	IT Professional	T02	T1H2XX	IT Developer II	T12
T1A2XX	IT Professional	T02	T1H3XX	IT Developer III	T14
T1A2XX	IT Professional	T02	T1H4XX	IT Developer IV	T15
T1A3XX	IT Supervisor	T03	T1H5XX	IT Developer V	T16
T1A3XX	IT Supervisor	T03	T1H6XX	IT Developer VI	T17
T1A1XX	IT Technician	T01	T1I1XX	IT Engineer I	T10
T1A2XX	IT Professional	T02	T1I2XX	IT Engineer II	T12
T1A2XX	IT Professional	T02	T1I3XX	IT Engineer III	T14
T1A2XX	IT Professional	T02	T1I4XX	IT Engineer IV	T15
T1A3XX	IT Supervisor	T03	T1I5XX	IT Engineer V	T16
T1A3XX	IT Supervisor	T03	T1I6XX	IT Engineer VI	T17
T1A1XX	IT Technician	T01	T1J1XX	IT Project Management I	T12
T1A2XX	IT Professional	T02	T1J2XX	IT Project Management II	T14
T1A2XX	IT Professional	T02	T1J3XX	IT Project Management III	T15
T1A2XX	IT Professional	T02	T1J4XX	IT Project Management IV	T16
T1A3XX	IT Supervisor	T03	T1J5XX	IT Project Management V	T17
T1A3XX	IT Supervisor	T03	T1J6XX	IT Project Management VI	T18
T1A1XX	IT Technician	T01	T1K1XX	IT Support Svcs Tech I	T06
T1A1XX	IT Technician	T01	T1K2XX	IT Support Svcs Tech II	T09
T1A2XX	IT Professional	T02	T1K3XX	IT Support Svcs Prof I	T10
T1A2XX	IT Professional	T02	T1K4XX	IT Support Svcs Prof II	T11
T1A2XX	IT Professional	T02	T1K5XX	IT Support Svcs Prof III	T13
T1A3XX	IT Supervisor	T03	T1K6XX	IT Support Svcs Prof IV	T14
T1A3XX	IT Supervisor	T03	T1K7XX	IT Support Svcs Prof V	T15
T1A1XX	IT Technician	T01	T1M1XX	Network Services I	T09
T1A2XX	IT Professional	T02	T1M2XX	Network Services II	T11

Current Class			New Class		
Code	Title (limit 25 characters)	Pay Grade	Code	Title (limit 25 characters)	Pay Grade
T1A2XX	IT Professional	T02	T1M3XX	Network Services III	T13
T1A2XX	IT Professional	T02	T1M4XX	Network Services IV	T14
T1A3XX	IT Supervisor	T03	T1M5XX	Network Services V	T15
T1A3XX	IT Supervisor	T03	T1M6XX	Network Services VI	T16
T1A1XX	IT Technician	T01	T1N1XX	Software QA I	T10
T1A2XX	IT Professional	T02	T1N2XX	Software QA II	T11
T1A2XX	IT Professional	T02	T1N3XX	Software QA III	T13
T1A2XX	IT Professional	T02	T1N4XX	Software QA IV	T15
T1A3XX	IT Supervisor	T03	T1N5XX	Software QA V	T16
T1A3XX	IT Supervisor	T03	T1N6XX	Software QA VI	T17
T1A1XX	IT Technician	T01	T1O1XX	Systems Admin I	T11
T1A2XX	IT Professional	T02	T1O2XX	Systems Admin II	T12
T1A2XX	IT Professional	T02	T1O3XX	Systems Admin III	T14
T1A2XX	IT Professional	T02	T1O4XX	Systems Admin IV	T16
T1A3XX	IT Supervisor	T03	T1O5XX	Systems Admin V	T17
T1A3XX	IT Supervisor	T03	T1O6XX	Systems Admin VI	T18
T1A1XX	IT Technician	T01	T1P1XX	Webmaster I	T09
T1A2XX	IT Professional	T02	T1P2XX	Webmaster II	T11
T1A2XX	IT Professional	T02	T1P3XX	Webmaster III	T14
T1A2XX	IT Professional	T02	T1P4XX	Webmaster IV	T15
T1A3XX	IT Supervisor	T03	T1P5XX	Webmaster V	T16
T1A3XX	IT Supervisor	T03	T1P6XX	Webmaster VI	T17