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A Classification Compliance Review Report on
**The State's Program Specialist
Positions at Selected Public
Safety and Criminal Justice
Agencies**

March 2010
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Overall Conclusion

The State Auditor's Office's State Classification Team reviewed 869 Program Specialist positions at selected public safety and criminal justice agencies and determined that 418 (48.1 percent) were classified correctly.

The three agencies reviewed—the Department of Public Safety (DPS), the Texas Youth Commission (TYC), and the Texas Department of Criminal Justice (TDCJ)—took appropriate action to resolve misclassified positions and reported they will spend \$292,448 annually to properly classify these positions.

Key Points

Of the 451 misclassified positions, 444 (98.4 percent) were a result of agencies not using a more appropriate and occupationally specific job classification series for those positions. Almost half of the misclassified positions (207 positions, or 45.9 percent) were reclassified into a Program Supervisor job classification series. These positions had supervisory responsibilities and should be included in the agencies' management-to-staff ratios. Another 91 positions (20.2 percent) were reclassified into Maintenance Supervisor positions. (See Appendices 2 through 4 on pages 8-16 for details on the misclassifications at each agency.)

Overall, for the 451 misclassified positions, agencies:

- Reclassified 175 positions (38.8 percent) into a different job classification series with a higher minimum salary group (for example, a Program Specialist II was reclassified as a Maintenance Supervisor V).

Background Information

Texas Government Code, Sections 654.036 (2) and (3), specify that the State Auditor's Office's State Classification Team "shall advise and assist state agencies in equitably and uniformly applying the [state classification] plan and conduct compliance audits to ensure conformity with the plan."

In July 2009, the State Classification Team conducted a classification compliance review focusing on Program Specialist positions at small and mid-sized agencies (agencies with fewer than 1,000 employees). See *A Classification Compliance Review Report on the State's Program Specialist Positions* (State Auditor's Office Report No. 09-706) for the results of that review.

The review summarized in this report focused on three large agencies in Article V (public safety and criminal justice) of the General Appropriations Act: the Department of Public Safety, the Texas Youth Commission, and the Texas Department of Criminal Justice.

- Reclassified 210 positions (46.6 percent) into a different job classification series with the same salary group (for example, a Program Specialist I was reclassified as a Technical Writer I).
- Reclassified 59 positions (13.1 percent) into a different job classification series with a lower minimum salary (for example, a Program Specialist III was reclassified as an HVAC Mechanic III). However, no employees will receive a reduction in salary.
- Reclassified 7 positions (1.6 percent) to a higher or lower job classification within the Program Specialist job classification series.

The three agencies reviewed will spend \$292,448 annually to properly classify positions.

The three agencies reviewed will spend a total of \$292,448 annually to properly classify 160 positions (35.8 percent) that were misclassified. Salary increases ranged from \$133 to \$8,484 annually, with an average annual increase of \$1,828 per employee. The majority of the misclassified positions (291 positions, or 64.5 percent) were reclassified without a change in salary. Of the three agencies reviewed:

- DPS will spend a total of \$16,952 to properly classify 5 positions; those positions will receive an average annual salary increase of \$3,391.
- TYC will spend a total of \$22,762 to properly classify 17 positions; those positions will receive an average annual salary increase of \$1,339.
- TDCJ will spend a total of \$252,733 to properly classify 138 positions; those positions will receive an average annual salary increase of \$1,831.

Agencies should continue to review the use of the Program Specialist job classification series and ensure they use occupationally specific job classifications when appropriate.

Proper classification of positions ensures efficient and effective use of resources. Misclassified positions can pose a business risk to agencies through their effect on services and budgets. If employees are classified in positions that are too high of a level for the work they perform, agencies may be paying employees more than their job duties warrant. If employees are classified in positions that are at too low a level for the work they perform, employees could be underpaid.

Although the Program Specialist job classification covers a broad variety of duties and work, agencies should use occupationally specific job classifications whenever possible. This ensures that employees will gain the benefit of pay decisions and market reviews of positions with similar functions, experience, and skills.

Summary of Objective, Scope, and Methodology

The objective of this classification compliance review was to determine whether agencies are conforming to the State's Position Classification Plan by ensuring proper classification of positions.

The scope of this review included positions classified within the Program Specialist job classification series at selected agencies in the General Appropriations Act, Article V. Those agencies included DPS, TYC, and TDCJ.

The State Classification Team uses the classification method of job evaluation when reviewing positions and determining proper classifications. Classification determinations are primarily based on the comparison of duties and responsibilities being performed with the state job description for each position.

This project was a review; therefore, the information in this report was not subjected to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy.

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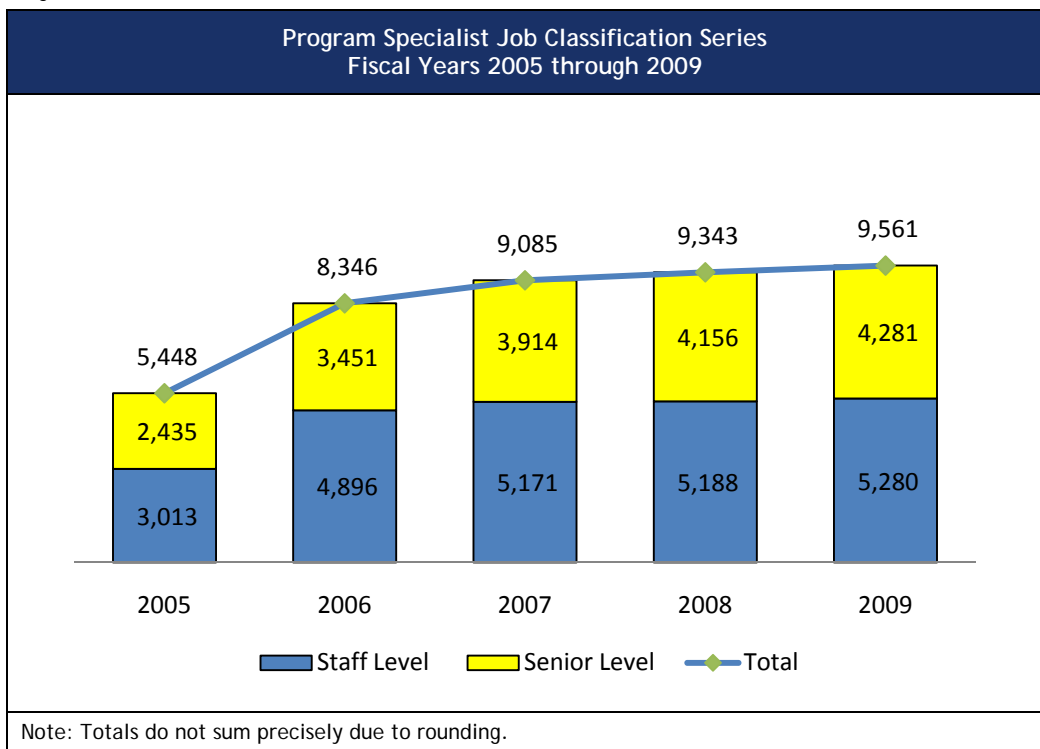
Detailed Results

Chapter 1

Program Specialist Positions

In fiscal year 2009, the State employed 9,561 full-time classified employees in Program Specialist positions (see Figure 1). This represents an increase of 75.5 percent since fiscal year 2005. The Program Specialist job classification series is designed to address limited situations in which an occupationally specific job classification does not exist. Examples of jobs within this series include Combative Sports Event Specialist and Disaster Recovery Program Analyst.

Figure 1



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

To be appropriately classified within the Program Specialist job classification series, employees should provide consultative services and technical assistance work involving planning, developing, and implementing an agency program. In addition, there should be no other occupationally specific job classification available within the State's Position Classification Plan.

The use of occupationally specific job classifications ensures consistency of job titles and appropriate salary ranges across state agencies. When an agency uses a general job classification instead of an occupationally specific job classification, there is a risk that the agency is overpaying or underpaying employees because there are no appropriate market comparisons in the public or private sector for a general job classification.

Definitions

Job Classification - An individual job within a job classification series. Each job classification has a corresponding salary group assignment appropriate for the type and level of work being performed.

Job Classification Series - A hierarchical structure of jobs arranged into job classification titles involving work of the same nature but requiring different levels of responsibility.

Salary Group - A specified level within a salary schedule made up of a salary range with a minimum and maximum salary rate. Assignment of salary groups is based on the type and level of work being performed.

Reclassification - The act of changing a position from one job classification to another job classification that better reflects the level or type of work being performed.

To gain a better understanding of the nature of the work that employees in the Program Specialist job classification series performed, the State Auditor's Office's State Classification Team began conducting classification compliance audits on this job classification series. In July 2009, the State Classification Team conducted a classification compliance review focusing on Program Specialist positions at small and mid-sized agencies (agencies with fewer than 1,000 employees). That review determined that 926 (82.0 percent) of the 1,129 Program Specialist positions reviewed were appropriately classified.¹

The review summarized in this report focused on three large agencies in General Appropriations Act Article V (public safety and criminal justice): the Department of Public Safety (DPS), the Texas Youth Commission (TYC), and the Texas Department of Criminal Justice (TDCJ). For fiscal year 2009, these three agencies employed 1,016 full-time classified employees in Program Specialist positions. This represents an increase of 275.9 percent (746 positions) since fiscal year 2005.

Chapter 1-A

Positions Reviewed

The State Classification Team reviewed 869 Program Specialist positions at DPS, TYC, and TDCJ and determined that 418 (48.1 percent) were classified correctly. To address each potential misclassification, agencies could reclassify a position to a job classification title consistent with the work performed, change a position's duties to conform to the assigned job classification title, or provide justification to explain why a position was appropriately classified. The three agencies took appropriate action to resolve the 451 misclassified positions.

¹ *A Classification Compliance Review Report on the State's Program Specialist Positions*. State Auditor's Office Report No. 09-706, July 2009.

Table 1 provides a summary of the positions reviewed.

Table 1

Summary of Employee Positions Reviewed by Agency				
Agency No.	Agency	Number of Positions Reviewed	Number of Positions Misclassified	Percent of Positions Misclassified
405	DPS	193	68	35.2%
694	TYC	110	60	54.5%
696	TDCJ	566	323	57.1%
Totals		869	451	51.9%

When determining proper classification, the State Classification Team does not focus on specific differences between one level and the next in a job classification series (for example, a Program Specialist I position compared with a Program Specialist II position). Instead, the team considers whether a position is appropriately classified within broad responsibility levels such as staff Program Specialists (Program Specialist I, Program Specialist II, and Program Specialist III positions) or senior Program Specialists (Program Specialist IV, Program Specialist V, Program Specialist VI, and Program Specialist VII positions).

Table 2 summarizes the positions reviewed by job classification level.

Table 2

Summary of Positions Reviewed by Job Classification Level				
Job Classification	Level of Work	Number of Positions Reviewed	Number of Positions Misclassified	Percent of Positions Misclassified
Program Specialist I	Staff	269	91	33.8%
Program Specialist II	Staff	192	118	61.5%
Program Specialist III	Staff	163	79	48.5%
Program Specialist IV	Senior	105	66	62.9%
Program Specialist V	Senior	119	81	68.1%
Program Specialist VI	Senior	15	14	93.3%
Program Specialist VII	Senior	6	2	33.3%
Totals: Staff Level Positions		624	288	46.2%
Totals: Senior Level Positions		245	163	66.5%
Totals: All Positions		869	451	51.9%

Misclassified Positions

Of the 451 misclassified positions, 444 (98.4 percent) were a result of agencies not using a more appropriate and occupationally specific job classification series. Almost half of the positions reviewed (207 positions, 45.9 percent) were reclassified into a Program Supervisor job classification series. These positions had supervisory responsibilities and should be included in the agencies' management-to-staff ratios. Another 91 positions (20.2 percent) were reclassified into Maintenance Supervisor positions.

Table 3 summarizes the actions that the agencies took to address these misclassified positions.

Table 3

Summary of Misclassified Positions					
Action Taken	DPS	TYC	TDCJ	Total Positions Reclassified at All Agencies Reviewed	Percent of Misclassifications
Positions reclassified into a different job classification series with a higher minimum salary group.	7	29	139	175	38.8%
Positions reclassified into a different job classification series with a lower minimum salary group.	34	11	14	59	13.1%
Positions reclassified into a different job classification series with the same salary group.	26	20	164	210	46.6%
Position reclassified into the same job classification series with a lower salary group.	1	0	5	6	1.3%
Position reclassified into the same job classification series with a higher salary group.	0	0	1	1	0.2%
Totals	68	60	323	451	100.0%

The three agencies will spend \$292,448 annually to properly classify 160 positions (35.8 percent) that were misclassified. Salary increases ranged from \$133 to \$8,484 annually, with an average annual increase of \$1,828 per employee. The majority of positions (291 positions, or 64.5 percent) were reclassified without a change in salary. No employee's salary will be reduced.

Table 4 summarizes the salary changes, by agency, which resulted from position reclassifications.

Table 4

Summary of Salary Changes by Agency				
Agency No.	Agency	Number of Employees with Salary Changes	Average Annual Salary Increase	Total Annual Cost
405	DPS	5	\$ 3,390.47	\$ 16,952.37
694	TYC	17	\$ 1,338.97	22,762.44
696	TDCJ	138	\$ 1,831.40	252,733.16
Totals		160	\$ 1,827.80	\$ 292,447.97

Appendices

Appendix 1

Objective, Scope, and Methodology

Objective

The objective of this classification compliance review was to determine whether agencies are conforming to the State's Classification Position Plan by ensuring proper classification of positions.

Scope

The scope of this review included positions classified within the Program Specialist job classification series at select agencies in General Appropriations Act, Article V. These agencies included the Department of Public Safety, the Texas Youth Commission, and the Texas Department of Criminal Justice.

Methodology

In determining whether positions were appropriately classified, the State Classification Team reviewed the following:

- State job descriptions.
- Surveys completed by employees and verified by their supervisors.
- Internal salary relationships.

The State Classification Team uses the classification method of job evaluation when reviewing positions and determining proper classifications. Classification determinations are primarily based on the comparison of duties and responsibilities being performed with the state job description for each position.

The State Classification Team has an automated job evaluation process. A database was populated with information regarding the employees whose positions were being reviewed. Staff members in the human resources departments of the three agencies reviewed and verified the information in that database to ensure that all positions were included. Employees were then asked to complete online surveys describing the work they perform and the percentage of time they spend performing their duties. Supervisors were asked to review and verify employees' survey responses.

Completed survey responses were entered in the automated job evaluation system. After the State Classification Team's review and analysis, the automated job evaluation system made an initial determination about whether

the positions were appropriately classified. Agencies were given the opportunity to review and address potential misclassifications.

Project Information

Fieldwork was conducted from November 2009 through February 2010. This review was conducted under the requirements of Texas Government Code, Section 654.036 (3). This project was a review; therefore, the information in this report was not subjected to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy.

The following members of the State Auditor's staff performed this review:

- Christine Bailey, CCP, GRP (Project Manager)
- Steve Pearson, IPMA-HR
- Sharon Schneider, PHR
- Juliette Torres, CCP, PHR
- Michael C. Apperley, CPA, Assistant State Auditor (Quality Control Reviewer)
- Nicole Guerrero, MBA, CIA, CGAP, CICA (Audit Manager)

Summary of Misclassified Positions at the Department of Public Safety

A total of 193 positions were reviewed at the Department of Public Safety (DPS). Of those positions, 68 (35.2 percent) were misclassified. DPS took appropriate action to address the misclassified positions. Specifically, DPS:

- Reclassified 7 positions (10.3 percent) into a different job classification with a higher minimum salary group.
- Reclassified 26 positions (38.2 percent) into a different job classification with the same salary group.
- Reclassified 34 positions (50.0 percent) into a different job classification series with a lower minimum salary group. No employees will receive a reduction in salary.
- Reclassified 1 position into the same job classification series with a lower salary group.

The positions that DPS reclassified into a lower salary group included 24 Program Specialist positions whose duties matched the duties of Police Communications Operators and whose individual salaries fell within the current salary range for the Police Communications Operators. Although an additional 30 Program Specialist positions had duties that matched the duties of Police Communications Operators, those positions were not identified as misclassified because the salaries for those positions were higher than the salary ranges for the Police Communications Operator job classification series. The State Classification Team will work with DPS to review these salary ranges for the 2012-2013 biennium to ensure that all positions will be classified within the appropriate job classification series.

Table 5 provides details on the misclassified positions and the actions DPS took to address these positions.

Table 5

Summary of Misclassified Positions at the Department of Public Safety			
Former Job Classification Title	Job Classification Title After Reclassification	Number of Positions Reclassified	Type of Change
Program Specialist I	Grant Coordinator I	1	Position reclassified into a different job classification series with a higher minimum salary group.
Program Specialist I	License and Permit Specialist IV	2	Positions reclassified into a different job classification series with a higher minimum salary group.
Program Specialist I	Police Communications Operator IV	24	Positions reclassified into a different job classification series with a lower minimum salary group.
Program Specialist I	Program Supervisor I	3	Positions reclassified into a different job classification series with the same salary group.
Program Specialist I	Staff Services Officer I	1	Position reclassified into a different job classification series with the same salary group.
Program Specialist I	Training Specialist III	3	Positions reclassified into a different job classification series with the same salary group.
Program Specialist II	Accountant III	1	Position reclassified into a different job classification series with a lower minimum salary group.
Program Specialist II	Environmental Specialist II	1	Position reclassified into a different job classification series with the same salary group.
Program Specialist II	Grant Coordinator I	2	Positions reclassified into a different job classification series with the same salary group.
Program Specialist II	Maintenance Supervisor IV	1	Position reclassified into a different job classification series with a lower minimum salary group.
Program Specialist II	Program Supervisor II	1	Position reclassified into a different job classification series with a higher minimum salary group.
Program Specialist II	Training Specialist III	2	Positions reclassified into a different job classification series with a lower minimum salary group.
Program Specialist III	HVAC Mechanic III	1	Position reclassified into a different job classification series with a lower minimum salary group.
Program Specialist III	Program Supervisor II	4	Positions reclassified into a different job classification series with the same salary group.
Program Specialist IV	Auditor IV	1	Position reclassified into a different job classification series with a higher minimum salary group.

Summary of Misclassified Positions at the Department of Public Safety			
Former Job Classification Title	Job Classification Title After Reclassification	Number of Positions Reclassified	Type of Change
Program Specialist IV	Grant Coordinator II	7	Positions reclassified into a different job classification series with the same salary group.
Program Specialist IV	Program Supervisor III	1	Position reclassified into a different job classification series with a higher minimum salary group.
Program Specialist V	Program Specialist III	1	Position reclassified into the same job classification series with a lower salary group.
Program Specialist V	Program Supervisor III	1	Position reclassified into a different job classification series with the same salary group.
Program Specialist V	Risk Management Specialist V	1	Position reclassified into a different job classification series with a higher minimum salary group.
Program Specialist V	Training Specialist IV	1	Position reclassified into a different job classification series with a lower minimum salary group.
Program Specialist VI	Executive Assistant III	1	Position reclassified into a different job classification series with a lower minimum salary group.
Program Specialist VI	Program Supervisor IV	3	Positions reclassified into a different job classification series with the same salary group.
Program Specialist VI	Quality Assurance Specialist IV	3	Positions reclassified into a different job classification series with a lower minimum salary group.
Program Specialist VII	Budget Analyst V	1	Position reclassified into a different job classification series with the same salary group.
Total		68	

Summary of Misclassified Positions at the Texas Youth Commission

A total of 110 positions were reviewed at the Texas Youth Commission (TYC). Of those positions, 60 (54.5 percent) were misclassified. TYC took appropriate action to address the misclassified positions. Specifically, TYC:

- Reclassified 29 positions (48.3 percent) into a different job classification series with a higher minimum salary group.
- Reclassified 20 positions (33.3 percent) into a different job classification series with the same salary group.
- Reclassified 11 positions (18.3 percent) into a different job classification series with a lower salary group. No employees will receive a reduction in salary.

Table 6 provides details on the misclassified positions and the actions TYC took to address these positions.

Table 6

Summary of Misclassified Positions at the Texas Youth Commission			
Former Job Classification Title	Job Classification Title After Reclassification	Number of Positions Reclassified	Type of Change
Program Specialist I	Technical Writer I	1	Position reclassified into a different job classification series with the same salary group.
Program Specialist II	Program Supervisor II	8	Positions reclassified into a different job classification series with a higher minimum salary group.
Program Specialist II	Program Supervisor III	1	Position reclassified into a different job classification series with a higher minimum salary group.
Program Specialist II	Program Supervisor IV	1	Position reclassified into a different job classification series with a higher minimum salary group.
Program Specialist III	Program Supervisor II	8	Positions reclassified into a different job classification series with the same salary group.
Program Specialist III	Program Supervisor III	1	Position reclassified into a different job classification series with a higher minimum salary group.
Program Specialist III	Technical Writer III	1	Position reclassified into a different job classification series with the same salary group.
Program Specialist IV	Program Supervisor II	6	Positions reclassified into a different job classification series with a lower minimum salary group.

Summary of Misclassified Positions at the Texas Youth Commission			
Former Job Classification Title	Job Classification Title After Reclassification	Number of Positions Reclassified	Type of Change
Program Specialist IV	Program Supervisor III	14	Positions reclassified into a different job classification series with a higher minimum salary group.
Program Specialist V	Human Resources Specialist V	1	Position reclassified into a different job classification series with the same salary group.
Program Specialist V	Management Analyst III	2	Positions reclassified into a different job classification series with a higher minimum salary group.
Program Specialist V	Program Supervisor II	1	Position reclassified into the same job classification series with a lower salary group.
Program Specialist V	Program Supervisor III	3	Positions reclassified into a different job classification series with the same salary group.
Program Specialist V	Property Manager III	2	Positions reclassified into a different job classification series with the same salary group.
Program Specialist V	Quality Assurance Specialist III	3	Positions reclassified into a different job classification series with a lower minimum salary group.
Program Specialist V	Research Specialist V	1	Position reclassified into a different job classification series with a higher minimum salary group.
Program Specialist VI	Information Specialist V	1	Position reclassified into a different job classification series with the same salary group.
Program Specialist VI	Management Analyst III	1	Position reclassified into a different job classification series with a lower minimum salary group.
Program Specialist VI	Program Supervisor IV	2	Positions reclassified into a different job classification series with the same salary group.
Program Specialist VI	Project Manager I	1	Position reclassified into a different job classification series with a higher minimum salary group.
Program Specialist VII	Budget Analyst V	1	Position reclassified into a different job classification series with the same salary group.
Total		60	

Summary of Misclassified Positions at the Texas Department of Criminal Justice

A total of 566 positions were reviewed at the Texas Department of Criminal Justice (TDCJ). Of those positions, 323 (57.1 percent) were misclassified. TDCJ took appropriate action to address the misclassified positions. Specifically, TDCJ:

- Reclassified 139 positions (43.0 percent) into a different job classification series with a higher minimum salary group.
- Reclassified 164 positions (50.8 percent) into a different job classification series with the same salary group.
- Reclassified 14 positions (4.3 percent) into a different job classification series with a lower minimum salary group. No employees will receive a reduction in salary.
- Reclassified 1 position into the same job classification series with a higher salary group.
- Reclassified 5 positions (1.5 percent) into the same job classification series with a lower salary group.

Table 7 provides details on the misclassified positions and the actions TDCJ took to address these positions.

Table 7

Summary of Misclassified Positions at the Texas Department of Criminal Justice			
Former Job Classification Title	Job Classification Title After Reclassification	Number of Positions Reclassified	Type of Change
Program Specialist I	Agriculture Specialist V	5	Positions reclassified into a different job classification series with the same salary group.
Program Specialist I	Contract Specialist II	1	Position reclassified into a different job classification series with the same salary group.
Program Specialist I	Maintenance Supervisor IV	2	Positions reclassified into a different job classification series with the same salary group.
Program Specialist I	Planner I	2	Positions reclassified into a different job classification series with the same salary group.
Program Specialist I	Program Specialist III	1	Position reclassified into the same job classification series with a higher salary group.

Summary of Misclassified Positions at the Texas Department of Criminal Justice			
Former Job Classification Title	Job Classification Title After Reclassification	Number of Positions Reclassified	Type of Change
Program Specialist I	Program Supervisor I	40	Positions reclassified into a different job classification series with the same salary group.
Program Specialist I	Program Supervisor II	2	Positions reclassified into a different job classification series with a higher minimum salary group.
Program Specialist I	Staff Services Officer I	3	Positions reclassified into a different job classification series with the same salary group.
Program Specialist II	Accountant IV	1	Position reclassified into a different job classification series with a higher minimum salary group.
Program Specialist II	Maintenance Supervisor V	88	Positions reclassified into a different job classification series with a higher minimum salary group.
Program Specialist II	Ombudsman II	1	Position reclassified into a different job classification series with a higher minimum salary group.
Program Specialist II	Program Supervisor I	1	Position reclassified into a different job classification series with a lower minimum salary group.
Program Specialist II	Program Supervisor II	7	Positions reclassified into a different job classification series with a higher minimum salary group.
Program Specialist II	Property Manager II	1	Position reclassified into a different job classification series with a lower minimum salary group.
Program Specialist II	Training Specialist III	1	Position reclassified into a different job classification series with a lower minimum salary group.
Program Specialist III	Accountant IV	1	Position reclassified into a different job classification series with the same salary group.
Program Specialist III	Auditor III	13	Positions reclassified into a different job classification series with the same salary group.
Program Specialist III	Human Resources Specialist V	1	Position reclassified into a different job classification series with a higher minimum salary group.
Program Specialist III	Management Analyst II	1	Position reclassified into a different job classification series with a higher minimum salary group.
Program Specialist III	Ombudsman II	1	Position reclassified into a different job classification series with the same salary group.
Program Specialist III	Ombudsman III	1	Position reclassified into a different job classification series with a higher minimum salary group.

Summary of Misclassified Positions at the Texas Department of Criminal Justice			
Former Job Classification Title	Job Classification Title After Reclassification	Number of Positions Reclassified	Type of Change
Program Specialist III	Program Supervisor II	37	Positions reclassified into a different job classification series with the same salary group.
Program Specialist III	Program Supervisor III	2	Positions reclassified into a different job classification series with a higher minimum salary group.
Program Specialist III	Property Manager III	1	Position reclassified into a different job classification series with a higher minimum salary group.
Program Specialist III	Staff Services Officer III	3	Positions reclassified into a different job classification series with the same salary group.
Program Specialist III	Training Specialist III	1	Position reclassified into a different job classification series with a lower minimum salary group.
Program Specialist III	Training Specialist IV	2	Positions reclassified into a different job classification series with the same salary group.
Program Specialist IV	Human Resources Specialist IV	4	Positions reclassified into a different job classification series with a lower minimum salary group.
Program Specialist IV	Program Specialist III	2	Position reclassified into the same job classification series with a lower salary group.
Program Specialist IV	Program Supervisor II	5	Positions reclassified into a different job classification series with a lower minimum salary group.
Program Specialist IV	Program Supervisor III	18	Positions reclassified into a different job classification series with a higher minimum salary group.
Program Specialist IV	Purchaser V	1	Position reclassified into a different job classification series with the same salary group.
Program Specialist IV	Staff Services Officer V	6	Positions reclassified into a different job classification series with a higher minimum salary group.
Program Specialist IV	Training Specialist IV	1	Position reclassified into a different job classification series with a lower minimum salary group.
Program Specialist V	Accountant V	6	Positions reclassified into a different job classification series with the same salary group.
Program Specialist V	Accountant VI	4	Positions reclassified into a different job classification series with a higher minimum salary group.
Program Specialist V	Chaplain III	1	Position reclassified into a different job classification series with the same salary group.

Summary of Misclassified Positions at the Texas Department of Criminal Justice			
Former Job Classification Title	Job Classification Title After Reclassification	Number of Positions Reclassified	Type of Change
Program Specialist V	Contract Specialist IV	6	Positions reclassified into a different job classification series with the same salary group.
Program Specialist V	Manager I	1	Position reclassified into a different job classification series with a higher minimum salary group.
Program Specialist V	Program Specialist IV	3	Positions reclassified into the same job classification series with a lower salary group.
Program Specialist V	Program Supervisor III	35	Positions reclassified into a different job classification series with the same salary group.
Program Specialist V	Project Manager I	1	Position reclassified into a different job classification series with a higher minimum salary group.
Program Specialist V	Purchaser VI	3	Positions reclassified into a different job classification series with a higher minimum salary group.
Program Specialist V	Research Specialist IV	1	Position reclassified into a different job classification series with the same salary group.
Program Specialist V	Staff Services Officer V	1	Position reclassified into a different job classification series with the same salary group.
Program Specialist V	Statistician IV	1	Position reclassified into a different job classification series with a higher minimum salary group.
Program Specialist V	Training Specialist V	1	Position reclassified into a different job classification series with the same salary group.
Program Specialist VI	Program Supervisor IV	2	Positions reclassified into a different job classification series with the same salary group.
Total		323	

Salary Range and Average Salary by Agency and Job Classification Series

Table 8 shows the minimum, maximum, and average salary by agency and position for employees within this review.

Table 8

Minimum, Maximum, and Average Salary by Agency and Job Classification					
Agency	Job Classification	Headcount	Minimum Salary	Maximum Salary	Average Salary
405-Department of Public Safety	Program Specialist I	90	\$36,764	\$52,418	\$40,578
	Program Specialist II	44	\$39,118	\$52,418	\$48,378
	Program Specialist III	5	\$41,606	\$46,220	\$43,232
	Program Specialist IV	24	\$44,254	\$46,035	\$44,769
	Program Specialist V	19	\$46,731	\$52,637	\$48,223
	Program Specialist VI	7	\$59,203	\$81,978	\$66,271
	Program Specialist VII	4	\$75,000	\$82,000	\$77,774
694-Texas Youth Commission	Program Specialist I	4	\$36,764	\$38,014	\$37,701
	Program Specialist II	26	\$38,314	\$60,215	\$43,852
	Program Specialist III	17	\$41,606	\$61,831	\$50,044
	Program Specialist IV	34	\$43,673	\$59,804	\$48,535
	Program Specialist V	21	\$48,696	\$67,809	\$56,647
	Program Specialist VI	6	\$53,502	\$77,625	\$68,196
	Program Specialist VII	2	\$61,260	\$71,400	\$66,330
696-Texas Department of Criminal Justice	Program Specialist I	175	\$35,650	\$42,485	\$37,413
	Program Specialist II	122	\$39,118	\$40,683	\$39,505
	Program Specialist III	141	\$41,606	\$52,449	\$42,213
	Program Specialist IV	47	\$44,254	\$55,426	\$46,379
	Program Specialist V	79	\$47,049	\$62,589	\$48,315
	Program Specialist VI	2	\$56,616	\$69,504	\$63,060
	Program Specialist VII	0	Not Applicable	Not Applicable	Not Applicable
All Agencies		869	\$35,650	\$ 82,000	\$43,415

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