



Department of
Civil Service

PREPARING FOR THE FUTURE: VACANCY-BASED T&Es AND POSITION CLASSIFICATION STRATEGIES

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SESSION GOALS

- Describe the approach to local vacancy–based T&E development.
- Share position classification strategies to enable development.
- Outline resources and next steps.

LOCAL T&E DEVELOPMENT APPROACH

GUIDING PRINCIPLES FOR LOCAL T&E DEVELOPMENT

- A training and experience test will assess the essential and verifiable knowledge, skills and abilities (KSAS) needed for successful performance on the job. Other portions of the examination, such as the minimum qualifications, interview, other tests, and the probationary period, will be used to assess the remaining KSAS.
- T&Es will not be customized for an individual agency's specific positions or titles. MSD will deem competitive testing impracticable for these positions or titles. A local civil service agency may then request non-competitive jurisdictional classification or pursue competitive testing under section 17.4 of the Civil Service Law.

T&E DEVELOPMENT APPROACH

Local T&E programs will be developed & released in stages, beginning with high impact, high volume titles currently in decentralized programs and existing T&Es.

Decentralized Exam Programs

- Entry-Level Clerical
- Caseworker
- Attorney
- Health Care (Licensed)

Other T&E Exams

- Correction Officer
- Librarian

LOCAL T&E DEVELOPMENT COMPONENTS

Job Families – Job families are used to categorize and organize titles in a systematic way, making it easier to manage and plan for similar T&E frameworks across multiple titles.

Job Subfamilies - Subfamily categorization organizes titles in a systematic way, making it easier to develop occupation-based rating factors.

T&E Programs – Local T&Es will be created at the program level.

MQ Range – Local T&E programs will have a set range of minimum qualifications used to place local titles.

Substitutions - Local T&E programs will have suggested substitutions when appropriate.

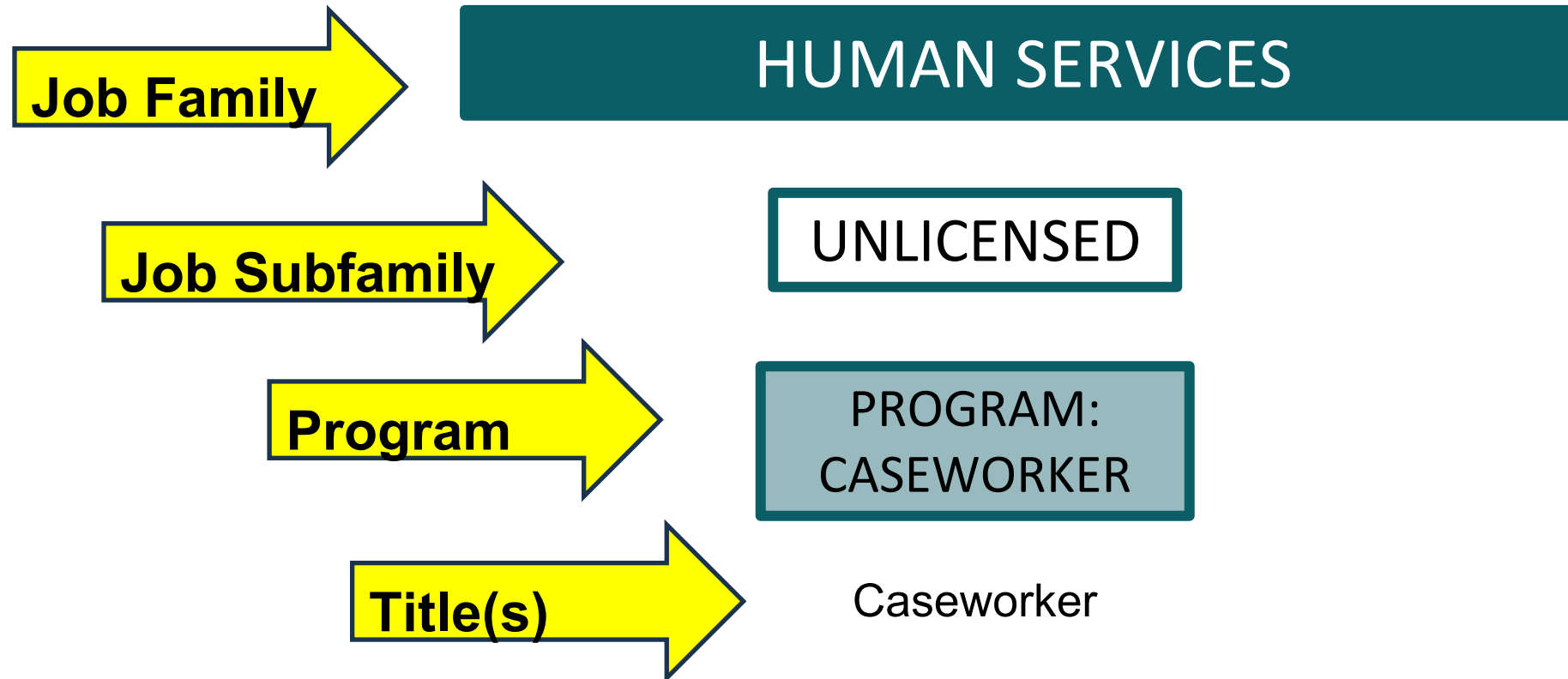
LOCAL T&E DEVELOPMENT COMPONENTS - RATING FACTORS

KSAs are part of every job description and serve as a guide to assess the likelihood of candidate success in a job. These KSAs can be demonstrated through relevant experience, education, or training. Rating Factor questions will relate to KSAs.

What can be rated on a T&E?

- Work experience
- College degrees
- Training/continuing education courses
- Licenses/certification
- Volunteer activities
- Other work-related experiences/credentials

LOCAL T&E STRUCTURE – SIMPLE EXAMPLE



Note: Example Only. Local T&Es in development.

LOCAL T&E STRUCTURE– INTERMEDIATE EXAMPLE

ADMINISTRATIVE SUPPORT

GENERAL

PROGRAM:
OFFICE
ASSISTANT

Office Assistant I
School Secretary
Library Clerk
Typist
Keyboard Specialist

LEGAL

PROGRAM:
LEGAL
ASSISTANT

Legal Secretary
Legal Assistant

HEALTHCARE

PROGRAM:
HOSPITAL
CLERK

Hospital Clerk
Intake Clerk

Note: Example Only. Local T&Es in development.

LOCAL T&E STRUCTURE– INTERMEDIATE EXAMPLE CONT'D

ADMINISTRATIVE SUPPORT

GENERAL

PROGRAM:
OFFICE
ASSISTANT (01)

Office Assistant I
Clerk I
Administrative Assistant

PROGRAM:
OFFICE
ASSISTANT (02)

Keyboard Specialist
Typist
Data Entry Operator

PROGRAM:
OFFICE
ASSISTANT (03)

Mail Clerk
Registration Specialist

Note: Example Only. Local T&Es in development.

JOB FAMILIES & T&E PROGRAMS – MORE COMPLEX EXAMPLE

CUSTOMER SERVICE

GENERAL

HUMAN
RESOURCES

FISCAL
OPERATIONS

MOTOR
VEHICLE

HUMAN
SERVICES

PROGRAM
CUSTOMER
SERVICE:

PROGRAM:
HUMAN
RESOURCES (CS)

PROGRAM:
PAYROLL
ASSISTANT (CS)

PROGRAM:
MOTOR VEHICLE
REP (CS)

PROGRAM:
HUMAN
SERVICES (CS)

Program Assistant
Admissions Clerk
Records Clerk
Receptionist

Personnel Clerk
HR Assistant

Payroll Clerk
Cashier
Tax Clerk
Assessment Clerk

Motor Vehicle Rep
Permit Technician

Case Services Aide
Youth Aide

Note: Example Only. Local T&Es in development.

RATING FACTORS – CUSTOMER SERVICE EXAMPLE

- Do you have one (1) year of full-time experience in a position where your primary responsibility was providing customer service to the general public either in an environment with substantial face-to-face interaction or in a call center environment?
- Do you have customer service experience interpreting and explaining company rules, regulations, policies, or procedures to customers?
- Have you held a position, paid or volunteer, that required you to assist individuals with questions regarding completing required forms, applications, licenses, or registrations?
- Have you held a position, paid or volunteer, that required you to supervise individuals in a customer service environment?

Note: Example Only. Local T&Es in development.

ROAD MAP TO LOCAL T&E DEVELOPMENT SUCCESS

- Planning & Analysis
- Streamline & Standardize
- Local Agency Partnerships



T&E SUPPORT POSITION CLASSIFICATION

LOCAL VS. STATE RESPONSIBILITIES

Vacancy Based T&E's (CSL 23.2)

Local Responsibility

Demonstrate that the class specification accurately represents the duties of the position/class.

State Responsibility

Link the job description to a job family. Develop T&E for the job family.

Local Responsibility

Announce and schedule vacancy-based T&E examination.

QUALITY IN, QUALITY OUT



**Quality Job
Specifications**

**T&E
Development**

**Quality T&E
Programs**

QUALITY JOB SPECIFICATIONS



Quality Job Specifications

- **Recent Job Analysis**
- Thorough Distinguishing Features of the Class
- Accurate Duties/Typical Work Activities
- **Appropriate Minimum Qualifications**
- **Supported KSAs**
- Standard Format
- Proper Recruitment Title
- Date Adopted/Date Reviewed

JOB ANALYSIS VIA QUESTIONNAIRE

- A Job Analysis Questionnaire (JAQ) is a systematic approach to determining which KSAs are important for successful performance of the classified duties of a title.
- In a JAQ, Subject Matter Experts (SMEs) will be asked to review the job specification and answer a series of questions.
- The Civil Service Agency (CSA) uses the responses to update the job specification as needed.
- The JAQ is critical to the development of local T&E programs by ensuring T&Es are job-related and defensible.

PLANNING FOR JOB ANALYSIS QUESTIONNAIRES

- MSD will provide JAQ templates & instructions
- MSD will request JAQs by T&E Program
- CSAs will identify SMEs in Appointing Authorities
- SMEs will complete the JAQs
- CSAs will update job specifications
- MSD will collect job specifications & JAQs

POSITION CLASSIFICATION STRATEGIES

REVIEWING MINIMUM QUALIFICATIONS

- Identify Occupational Qualifications
- Minimum Qualifications should be supported by entry-level KSAs
- Consult your class plan for consistency
- Remove equivalencies & establish substitutions
- Cite any applicable laws or regulations

REVIEWING KNOWLEDGE, SKILLS AND ABILITIES (KSAS)

- JAQ will identify entry-level and confirm full-performance KSAs
- KSAs should be directly related to job duties and minimum qualifications
- Review knowledge scale – thorough, good, and working
- Listed in decreasing order of importance
- Personal characteristics can be included if job related

OTHER POSITION CLASSIFICATION STRATEGIES

- Communicate with Appointing Authorities
- Review Class Plans Holistically
- Review Organizational Charts
- Consider Desk Audits
- Awareness of Union Contracts and Pay Standards
- Review Recruitment Outcomes
- Think Globally

RESOURCES & NEXT STEPS

RESOURCES

- MSD ONLINE – Position Classification Toolkit
- MSD Staff - CSL 23 - Classification services
- Your CSA colleagues across the state

NEXT STEPS

JAQ will be finalized & shared

Develop training & instructions

Plan Job Spec & JAQ collection

Keep you informed





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