

State of Colorado



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DATE: July 27, 2012

TO: Appointing Authorities through HR Directors
Colorado WINS

FROM: Deborah Layton-Root, State Chief Human Resources Officer 

CC: Kathy Nesbitt, State Personnel Director

SUBJECT: Implementation of System Changes, JEL 12-02 Information Technology Services
and Applications Programmer

The system changes indicated on the accompanying chart are approved for implementation, pending rulemaking to adopt necessary changes to existing personnel rules. The planned effective date for each change is indicated on the attached "Summary of System Changes" chart. If the changes involve class descriptions and/or class placements, they are also included. Please provide this information to appointing authorities, directly affected employees, and any others in your agency who may need this information. Information is also available on the DPA/DHR Web site at <http://www.colorado.gov/dpa/dhr>.

If you have any questions, please contact Compensation Unit staff at 303-866-2391 or job.eval.comp@state.co.us.

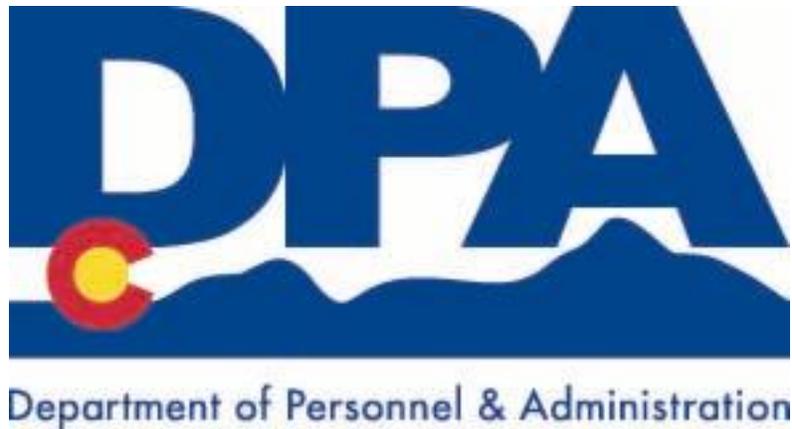
SUMMARY OF FINAL SYSTEM CHANGES

JE Letter #: 12-2
Date of Letter: 7/27/12

* P = proposed; F = final (only F is to be entered into CPPS)

P or F*	Class Changes			Current Class		New Class		Occ Grp		Grade		Pay Diff.		Effective Date
	New	Rev	Abol	Code	Title (limit 25 characters)	Code	Title (limit 25 characters)	From	To	From	To	From	To	
F		X		H2A1IX	APPLICATIONS PROGRAMMER INTERN	H2A1XX	INFORMATION TECHNOLOGY TECHNICIAN	PS	nc	H80	IT02	0	nc	7/1/13
F		X		H2A2TX	APPLICATIONS PROGRAMMER I	H2A2XX	INFORMATION TECHNOLOGY PROFESSIONAL	PS	nc	H82	IT03	0	nc	7/1/13
F		X		H2A3XX	APPLICATIONS PROGRAMMER II	H2A2XX	INFORMATION TECHNOLOGY PROFESSIONAL	PS	nc	H84	IT03	0	nc	7/1/13
F		X		H2A4XX	APPLICATIONS PROGRAMMER III	H2A2XX	INFORMATION TECHNOLOGY PROFESSIONAL	PS	nc	H86	IT03	0	nc	7/1/13
F		X		H2A6XX	APPLICATIONS PROGRAMMING MANAGER	H2A4XX	INFORMATION TECHNOLOGY MANAGER	PS	nc	H89	IT05	0	nc	7/1/13
F		X		H2I1IX	INFORMATION TECHNOLOGY TECHNICIAN I	H2A1XX	INFORMATION TECHNOLOGY TECHNICIAN	PS	nc	H81	IT02	0	nc	7/1/13
F		X		H2I2TX	INFORMATION TECHNOLOGY TECHNICIAN II	H2A1XX	INFORMATION TECHNOLOGY TECHNICIAN	PS	nc	H83	IT02	0	nc	7/1/13
F		X		H2I3XX	INFORMATION TECHNOLOGY PROFESSIONAL I	H2A2XX	INFORMATION TECHNOLOGY PROFESSIONAL	PS	nc	H85	IT03	0	nc	7/1/13
F		X		H2I4XX	INFORMATION TECHNOLOGY PROFESSIONAL II	H2A2XX	INFORMATION TECHNOLOGY PROFESSIONAL	PS	nc	H87	IT03	0	nc	7/1/13
F		X		H2I5XX	INFORMATION TECHNOLOGY PROFESSIONAL III	H2A2XX	INFORMATION TECHNOLOGY PROFESSIONAL	PS	nc	H88	IT03	0	nc	7/1/13
F		X		H2I6XX	INFORMATION TECHNOLOGY PROFESSIONAL IV	H2A3XX	INFORMATION TECHNOLOGY SUPERVISOR	PS	nc	H89	IT04	0	nc	7/1/13
F		X		H2I7XX	INFORMATION TECHNOLOGY PROFESSIONAL V	H2A3XX	INFORMATION TECHNOLOGY SUPERVISOR	PS	nc	H91	IT04	0	nc	7/1/13
F		X		H2I8XX	INFORMATION TECHNOLOGY PROFESSIONAL VI	H2A4XX	INFORMATION TECHNOLOGY MANAGER	PS	nc	H92	IT05	0	nc	7/1/13
F		X		H2I9XX	INFORMATION TECHNOLOGY PROFESSIONAL VII	H2A4XX	INFORMATION TECHNOLOGY MANAGER	PS	nc	H93	IT05	0	nc	7/1/13

ISSUING AUTHORITY: Colorado Department of Personnel and Administration Rev. 01/2002. # is designation for a salary lid class. nc = no change.



SYSTEM MAINTENANCE STUDY

NARRATIVE REPORT – FINAL CHANGES

Applications Programmer and Information Technology Services

Class Code H2A1IX through H2A6XX and H2I1IX through H2I9XX

Conducted Fiscal Year 2011-2012

BACKGROUND AND PURPOSE OF STUDY

This system-wide study is part of the Department of Personnel and Administration's (hereafter "the department") statutory responsibility, C.R.S. 24-50-104(1)(b), for maintaining and revising the system of classes covering all positions in the state personnel system. Such maintenance may include the assignment of appropriate pay grades that reflect prevailing and competitive salaries as mandated by C.R.S. 24-50-104(1)(a). The state personnel director has delegated authority for system studies to the Division of Human Resources (hereafter "the division").

The last study of the Applications Programmer (AP) class series was conducted in 2004 and the Information Technology Services (IT) class series in 1999. On May 25, 2007, Governor's Executive Order D 016 07 centralized management of information technology investments and systems under the Governor's Office of Information Technology (OIT). All executive agencies must comply with the Executive Order and legislation that established C.R.S. 24-37.5-101, et al, to integrate the following information technology functions: data center management, information/Cyber security, desktop support, data and telephone networks, geographical information systems (GIS), enterprise architecture and standards, enterprise applications and services; storage solutions and architecture (ILM), archives and imaging services, and personnel. All state departments within the executive

branch of state government are required to adhere to the consolidation executive order. Those state agencies that were exempted from the Governor's consolidation Executive Order are the Legislative and Judicial Departments, the Departments of Law, State, and Treasury, and state-supported institutions of higher education. Although the departments and institutions referenced in the prior sentence are exempted from the Executive Order and consolidation, all classified positions in any of the Applications Programmer and Information Technology Services class are impacted by this study.

The Applications Programmer and Information Technology Services system maintenance study is necessary to examine and ensure that the Information Technology Services class series and pay structures meet the needs of the newly consolidated Governor's Office of Information Technology and the remaining user agencies that have classified or state personnel system Information Technology Services positions. In addition, the study seeks to provide support for future statewide business needs, while enabling the necessary flexibility to accommodate industry changes.

METHODOLOGY

In November 2011, a study group led by the division was formed. Qualities sought in the study group members included being well versed in the job evaluation system principles, structure, factors, and their application; knowledge of the functions, classes, and class concepts of the Applications Programmer and Information Technology Services class series; and, experienced and certified in the allocation of positions or job evaluation.

The study team, which was co-led by a division Compensation Specialist and the Compensation Supervisor, included human resources professionals from two departments and two higher education institutions: Governor's Office of Information Technology (OIT), Department of Regulatory Agencies (DORA), Metropolitan State College (Metro), and the Colorado Community College System (CCS). The study was announced on the division's Web site in the Job Evaluation section (<http://www.colorado.gov/dpa/dhr/jobeval>). Periodic updates for all studies planned or in progress are also located on that section of the Web site.

The study team first met on December 9, 2011, when the objectives and process for the study were reviewed with study team members. The primary study objectives were as follows.

- Consolidate classes where appropriate.
- Create classes where appropriate.
- Validate use and need for classes and concepts.
- Discuss minimum qualifications and competencies.
- Review the pay structure, prevailing market, and pay practices.

On January 9, 2012, the study team met with identified information technology subject matter experts (SME) to discuss issues, concerns and recommendations to analyze within the study. The SME team included eight IT professionals from one department and two higher education institutions: Governor's Office of Information Technology (OIT), Metropolitan State College (Metro), and the Colorado Community College System (CCS). Overall, the SME's expressed concern about not being able to recruit and retain employees with specialized information technology

knowledge and skills, and the need for succession planning to distinguish competencies for career path development. In addition, the need for the job evaluation and compensation system structure to be more flexible to accommodate for information technology nature of work and business requirements was also identified.

System maintenance studies are implemented on a “dollar-for-dollar” basis, which means employee salaries are not affected (up or down), unless they fall below a newly designated minimum rate. Employee salaries that are above a newly designated maximum rate are saved (unchanged) for up to three years as authorized by C.R.S. 24-50-104(1)(e).

The study co-leaders developed a plan and timeline to guide the project. The goal was to implement the study on July 1, 2012 (if no fiscal impact) or July 1, 2013 (if fiscal impact). The plan included phases for data gathering, subject matter expert suggestions. Study team analysis of the issues, findings, solutions, and review and finalization of the class structure and pay grades. These would be proposed in the form of study recommendations (this Proposed Job Evaluation Letter or JEL), convening “meet and confer”, followed by final publication and implementation of the study.

Workforce Data

The consolidation and direction of OIT requires reassessment of not only the systems and functions of information technology, but that of state personnel system information technology personnel structure and system as well. C.R.S. 24-37.5-110 outlines the requirements for the consolidation and transfer of the executive branch Information Technology Services employees to OIT on or after July 1, 2008, but on or before July 1, 2012. According to state workforce data from CPPS, as of March 2012, there are 82 Information Technology Services positions that have not been consolidated into OIT. There are currently 1,389 positions in the Information Technology Services class series and 12 in the Applications Programmer class series.

Beginning July 1, 2013, in order to comply with intent of State statute, only OIT, Legislative branch, Judicial Department, Department of Law, Department of State, Department of the Treasury, and state-supported institutions of higher education will be allowed to allocate positions to the IT class series. Positions still allocated to the IT series by departments other than OIT and the other agencies listed on July 1, 2013, will be reviewed and discussed between OIT and the agencies involved, to determine proper allocation and location of the position(s).

ISSUES AND FINDINGS

Review of Class Structure and Issues

The centralization of information technology for the executive branch brought to question whether the current class structure of the information technology related class series’ meet the current business need of information technology services within the State, or even that of the current information technology industry. The following areas of the current class structure were identified and examined by the information technology subject matter experts and the study team.

The Applications Programmer and Information Technology Services classes are located within the Professional Services occupational group. The study team determined that these types of positions are appropriately placed within the Professional Services occupational group, because they involve occupations that perform professional work concerned with the creative and conceptual application of theoretical and practical aspects of the information technology field, with decision making related to subject matter, duties, and consequence of action. Necessary knowledge is generally gained through completion of a specific post secondary degree, specialized on-the-job training, or equivalent specialized experience. Included are supervisors and operating managers. Licensure or certification may also be required for specific positions. The information technology occupations also perform technical, specialized work as a direct extension of the profession, and directly related to the end product, by applying basic technical principles and practices of the professional area in performing the supportive assignments. The work requires basic technical knowledge and skills obtained through post-secondary education or on-the-job training. Currently, no technical or paraprofessional occupational group exists; therefore, the best occupational group placement for these technical assignments is still the Professional Services occupational group.

The information technology subject matter experts and study team members identified the need to define and provide more flexibility in utilizing project leader and project manager assignments, and to develop some type of pay premium for specialized knowledge and skills, rather than a higher class. In compensation industry terms, pay premiums may be used long-term, but are still temporary in nature or non-base building, meaning that a premium may be discontinued at any time. Pay premiums allow for a level of flexibility that class allocations and base pay adjustments do not. In other words, once a particular set of skills is no longer needed or no longer fits the critical skills needed to meet business goals, a pay premium may end, where base pay is applied to an employee's salary for his or her entire career, regardless of skill fit and need. The creation and use of pay premiums for specialized skill needs allows managers more flexibility in paying for the right skills needed for the right project, at the right time. Pay premiums also allow employees to be more portable and focus on work that interests them, while also providing a motivation to learn new skills or keep abreast of changes to existing skills, in order to gain or remain eligible for a pay premium.

In 2007, DPA completed a system maintenance study that developed a job category for project managers. Based upon the past and current study, the following is the proposed definitions for information technology project leader and project manager positions.

Information Technology Project Leader

Work leaders, under the current job evaluation system, exercise some control over the continual work product of at least two full-time positions, such as assigning tasks, monitoring progress and work flow, checking the product or work, scheduling work and establishing work standards. Project leaders are similar and also have some control over the continual work product of others, but it is conducted on a revolving project basis where the project leader assists in the development of project scope and objectives, creating work plans, schedules, project estimates, resource plans, and status reports, for projects that are critical to the agency's mission and fundamental business operations. It is important to note that generally, project scope, budget, and objectives are set by a higher level. Project leaders function much as "leaders-in-charge" of small to medium size projects of significant

magnitude in terms of complexity, cost, time-constraints, staffing, and equipment. Project leaders provide direction to a project team including assignment of individual responsibilities, tasks and technical functions. One of the primary differences between a work leader and project leader is that a work leader generally leads the same positions on an ongoing and permanent basis. Project leaders will likely lead the work of different positions and even a different number of positions, depending on the scope, objective, and nature of any given project.

Information Technology Project Manager

Project managers typically manage all project staff and define the information technology project scope, budget, and objectives. Project managers are responsible for all aspects of the development and implementation of assigned information technology projects and provide a single point of contact for those projects. In addition, project managers develop detailed project work plans, monitor project work assignments and deadlines, and ensure consistent communication, and organization between interdisciplinary project teams and departments, while interfacing with all areas affected by the project including end users, computer services, and client services. Project managers also continually evaluate projects to ensure intended goals and deliverables are being met. Generally, project manager positions must be certified by the Project Management Institute (PMI) or have comparable education and experience.

Lastly, the subject matter experts and the study team noted that the consolidation of various information technology positions across many different departments into one organization has brought to light the possibility that some positions may be classified differently, while performing similar duties and responsibilities. This has created, at the very least, a perception of inconsistencies in overall compensation and classification within OIT. It is highly recommended that OIT undertake a comprehensive job evaluation review of all technical and professional information technology positions to ensure consistency in allocation of jobs to proper classes and pay grades and FLSA exempt/non-exempt status. In addition, this will likely result in new or additional salary compression issues, which should be taken into account when determining possible salary increase amounts during the job evaluation review phase. The division is available to assist or even lead the comprehensive job evaluation review or any other role OIT may need filled to complete this recommended project.

Class Consolidation

The Information Technology Services and Applications Programmer class series' are within the Professional Services occupational group. As discussed earlier in this JEL, the Professional Services occupational group involves work requiring the application of theory, models, and principles of a professional field, knowledge of which is typically gained through completion of a college degree or equivalent specialized experience.

Upon review and research of the application development and support field, it was noted that these types of positions are within the information technology job family standard, according to the U.S. Office of Personnel Management, as well as by the internationally recognized Information Technology Infrastructure Library (ITIL), version 3. The Applications Programmer class series will

be consolidated into the Information Technology Services class series, due to the overall similar nature and levels of work.

In order to provide the type of flexibility in position and compensation management the study team and subject matter experts wanted, the division considered further class consolidation. Creating broad classes within an occupation is a job evaluation and compensation strategy that supports more flexibility and accountability for state departments and appointing authorities in position allocation and pay administration. Instead of focusing on processes, appointing authorities and human resources can focus on the right pay, for the right person, in the right assignment. Broad classes consolidate traditional classes and pay grades into fewer, broader classes, and uses the compensation practices of in-range movements (adjustments to base salary) and pay differentials (non-base salary tools) to provide flexibility and promote efficiency and pay equity. Movement within the broad class replaces the need for the individual allocation process, which means that managers are free to focus on salary management and the outcomes, duties and functioning level related to employees, rather than human resources activities and other administrative actions. In addition, human resources offices are able to focus more on consultation with managers, as opposed to completing a selection process for an employee staying in the same job. In-class or in-range movements are not promotions per personnel rule, but are movements within the range and more akin to completion of on-the-job training and progression to a higher functioning level than a promotion.

The division has piloted this type of broad job evaluation and compensation plan with the Department of Corrections Community Parole Officer class in 2002. The final evaluation of the pilot in 2009 confirmed that the broad class and pay range worked very well in providing the following benefits.

- The flexibility to train (and cross train) and transfer employees to meet operational needs.
- To compensate employees fairly and competitively for what they bring to the organization.
- To encourage the acquisition and maintenance of critical and key skills and responsibilities to benefit the agency and the employee.
- To provide in-range movements for significant changes in job duties, responsibilities, functioning level, specialized skill attainment, or other identifiable competencies, skills, ability and knowledge directly related to the job assignment that do not warrant a promotion or reallocation.
- To forgo traditional time and resource consuming allocation and selection processes to move employees to the next working level or class.
- To empower managers to make and defend pay and in-class movement decisions, so that they can focus more on performance and salary management, rather than additional human resources processes and procedures.

In-range base salary movements are allowed under current personnel rules and guidance for compression, counteroffers, delayed promotion, and new hire situations, as long as the movement is within the current class and pay grade (no reallocation or promotion). A broad class would enable department appointing authorities to determine and justify, based on market data, recruitment issues, department policy, etc. to hire and move employees within the class, which allows for even more flexibility and meeting overall business needs more efficiently.

Under current state compensation practices and rules, non-base pay, such as discretionary pay differentials or pay premiums are allowed for counteroffers, signing bonuses, referral awards, and temporary pay differentials. With the exception of temporary pay differentials, all of the discretionary pay differentials are one-time lump sum payments.

Even though the current pay mechanisms summarized above are currently allowed in personnel rule, expansion of the in-range salary adjustments and discretionary pay differentials through rulemaking will be required for the broad class and pay ranges to work effectively. The State Personnel Director may promulgate rules to effectuate the changes recommended in this JEL, prior to July 1, 2013. This will give all departments and institutions of higher education that have state personnel system information technology positions time to develop policies and procedures to implement the changes in this JEL.

Proposed Class Structure

The final approved class structure consolidates the Applications Programmer and Information Technology Services class series' into one class series, Information Technology Services. Further, in order to provide more flexibility regarding in-range salary movements and to afford efficiencies by requiring fewer reallocations (movement to a different class) the classes are proposed for further consolidation, based on functioning level. In this case, functioning level is technical support, professional, supervisor, and manager. Further, pay differentials are proposed to allow for higher pay within the same class for more complex assignments, e.g., project leader, critical skill set. More information on the proposed pay differentials is located within the Market Data section below.

Current Class	Current Class Title	Proposed Class	Proposed Class Title
H2A1IX	App Programmer Intern	H2A1XX	IT Technician
H2I1IX	IT Technician I		
H2I2TX	IT Technician II		
H2I3XX	IT Professional I	H2A2XX	IT Professional
H2I4XX	IT Professional II		
H2I5XX	IT Professional III		
H2A2TX	App Programmer I		
H2A3XX	App Programmer II		
H2A4XX	App Programmer III		
H2I6XX	IT Professional IV	H2A3XX	IT Supervisor
H2I7XX	IT Professional V		
H2A6XX	App Programming Manager	H2A4XX	IT Manager
H2I8XX	IT Professional VI		
H2I9XX	IT Professional VII		

Class Description

The final class changes move the current information technology class descriptions to broader classes that cover multiple operational levels and eliminate the line staff factor options and tradeoffs required for certain class levels. The broad class levels would continue to have the line staff factor designated at the common class level, but it would be through the new broad compensation pay practices that the following could be designated and compensated for accordingly: work leader, staff and senior authority, project leader and program manager. These would be determined by a department's policy, in accordance with rulemaking the Director will promulgate before July 1, 2013.

Market Data

Salary data is available for various information technology jobs within the Applications Programmer and Information Technology Services classes through published surveys used in the annual compensation survey. Through the annual compensation survey process the division has identified specific state jobs to benchmark against common and comparable jobs in the labor market. (Benchmark jobs reflect commonly defined jobs in the market; represent a cross-section of levels and functions within the State's internal structure; and, provide reliable data for comparison year to year. It is not common or expected that all levels within a class or all classes in a pay system would be used as survey benchmarks.) Market data on information technology benchmark jobs was collected from the *Mountain States Employers Council (MSEC,) 2011 Benchmark Compensation Survey*, which consists of private and public employers in Colorado.

On March 22, 2012, the study team met with information technology subject matter experts (SME's) to discuss and confirm the benchmark matches made to survey benchmarks in the MSEC survey. The SME's reviewed all available market benchmarks – jobs currently matched in the survey process and benchmarks that could be potential matches. For the purpose of this study, the division was able to identify a total of 33 benchmark jobs in the MSEC survey to compile salary and salary range comparisons in relationship to jobs within 11 of the current Application Programmer and IT Services classes.

Salary and salary range data collected from the 2011 MSEC survey were projected (aged) to July 1, 2012, to provide a direct comparison of state salary and salary range data to market values. The following table provides a comparison of the State's salary range midpoints in relationship to the average midpoint in the market for each class and State's average employee salaries in relationship to the median of salaries in the market for each class. As demonstrated in these comparisons, State midpoints range from approximately 6% above to 37% below market midpoints. State salaries range from approximately 1% above to 37% below market salaries.

In each of the benchmark comparisons, the percentage difference has been calculated between the State's salary figure and the market salary figure. The percent difference is a tool for comparing two data figures and this approach provides a means for the State to determine what percentage it would need to adjust its salaries or salary ranges, either upward or downward, to align with the market. For

example, in comparing the salary range midpoints a positive percentage figure indicates the amount the State would have to increase its midpoint to align with the market midpoint and a negative figure indicates the percentage the State would need to decrease its midpoint to align with the market.

		COLORADO MARKET	
Class	State Midpoint	Market Midpoint	% Difference in Midpoint
Application Programmer I	\$4,335	\$5,238	20.9%
Application Programmer II	\$4,780	\$6,294	31.7%
Application Programmer III	\$5,269	\$7,231	37.2%
IT Technician I	\$4,129	\$3,868	-6.3%
IT Technician II	\$4,554	\$4,442	- 2.4%
IT Professional I	\$5,019	\$5,130	2.2%
IT Professional II	\$5,533	\$6,289	13.7%*
IT Professional III	\$6,099	\$7,152	17.3%*
IT Professional IV	\$7,063	\$8,092	14.6%*
IT Professional V	\$8,352	\$8,489	1.6%
IT Professional VI	\$8,768	\$9,966	13.7%*
Class	State Median Salary	Market Median Salary	% Difference in Salary
Application Programmer I	\$3,828	\$5,246	37.0%
Application Programmer II	\$4,713	\$6,492	37.8%
Application Programmer III	\$6,095	\$7,884	29.4%
IT Technician I	\$3,380	\$3,502	3.6%
IT Technician II	\$3,956	\$4,235	7.1%
IT Professional I	\$4,386	\$4,923	12.3%
IT Professional II	\$5,245	\$6,295	20.0%
IT Professional III	\$6,302	\$7,470	18.5%
IT Professional IV	\$7,519	\$8,348	11.0%
IT Professional V	\$8,850	\$8,701	-1.7%
IT Professional VI	\$9,300	\$10,188	9.5%

Pay Grades

When adjusting the State’s pay ranges, decisions are based primarily on a comparison of other employers’ actual pay range midpoints. Colorado’s threshold for adjusting pay grades is a continuing trend of at least $\pm 7.5\%$ before an adjustment is made. The division used the MSEC annual compensation survey data, for two reasons. Colorado Constitution requires state employees to be residents of the State of Colorado, which places a preference for local Colorado market salary

data. Second, the local data is readily available through published surveys used in the annual compensation survey.

The survey data has shown over the past few years that the state’s pay ranges for some of the Information Technology Services classes surveyed have fallen behind the market pay ranges, as the data in the table above show. The new IT Technician broad pay range will remain consistent with the market, due to the current midpoint benchmarked levels of IT Technician I and II are currently above the market (IT Technician I by 6.3% and IT Technician II by 2.4%). In other words, although the data appears to suggest the Technician classes could be lowered, the Director has decided to make no adjustment. The new IT Professional and IT Supervisor broad pay ranges will be adjusted upward to reflect market midpoints, due to the current IT Professional II (13.7%), IT Professional III (17.3%), and IT Professional IV (14.6%) being behind the market. New pay grades will be created within the current state personnel system pay structure, to reflect the new broad pay grades and system-wide pay structure redesign, which are planned for implementation on July 1, 2013. The current grades published in the compensation plan effective July 1, 2012, do not reflect the appropriate range values shown below. Again, the new IT grades will be created July 1, 2013.

The table below details the recommended pay range changes as a result of this study, to better align the state pay ranges and salaries consistent with market. As a vast majority of positions in the proposed class structure are IT, with very few AP, the division decided to use IT class pay range values for comparison and range setting.

CURRENT			NEW		
Classes	Min	Max*	Broad Class	Min	Max*
Application Programmer Intern, IT Technician I & II	\$3,221	\$5,379	IT Technician	\$3,269	\$5,231
Applications Programmer I – III, IT Professional I - III	\$4,110	\$7,203	IT Professional	\$4,200	\$8,400
IT Professional IV & V	\$5,784	\$9,863	IT Supervisor	\$6,385	\$10,215
Applications Programming Manager, IT Professional VI & VII	\$7,181	\$10,230*	IT Manager	\$7,715	\$10,608*

*Per statutory requirement, all salaries in the general pay plan are capped at the maximum values of \$10,230 for FY 2011-12 and \$10,608 for FY 2012-13.

Pay Differentials

The information technology industry uses various pay mechanisms to be competitive with the market to recruit and retain specific skills and ability sets within the occupation. The proposed broad classes will better support the state’s information technology business, as well as provide competitive compensation within the market. Again, rulemaking will be needed to implement in-range adjustments and pay differential options this study and new class structure require.

MEET AND CONFER ON PROPOSED RESULTS

CRS 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. The official notice of proposed changes or Job Evaluation Letter (JEL) 12-01, published June 4, 2012, contained a deadline by which all "meet and confer" activity must conclude in order to implement the recommendations (June 23, 2012). In an effort to proactively facilitate this process, two public meetings were scheduled and held on June 11, 2012. Notice of the proposed changes was sent out to all Human Resource Directors with employees in the Applications Programmer and Information Technology Services classes and employee organizations on June 5, 2012. The two meet and confer sessions had over 30 people in attendance for both meetings. Various questions and concerns were addressed, although many outside the scope of this study.

Three recurring topics directly related to this study surfaced from oral and written comments received. Although slightly outside the scope of the study, the first involved class placement. The decision was made to implement this study through class consolidation, which means that all employees in a current class move to the new class. Class placement allows the individual placement of positions in the appropriate new class. Although there did not appear to be issues with the decision to implement using class consolidation, there was concern that individual positions may not be in the proper class today. In addition, some comments indicated that positions didn't have accurate position descriptions of current duties and are possibly allocated to the wrong class. Although outside the scope of the study the department is committed to working with OIT and any other agency to ensure all positions are allocated to the proper class and have accurate position descriptions.

The second recurring comment involved study notification. Some employees indicated they were not notified prior to the meet and confer sessions or were not notified at all. The proposed JEL (12-01) was released on June 5, 2012; it was placed on the DPA/DHR website and notice was emailed to all affected executive branch departments, institutions of higher education, the Governor's Office of Information Technology, and employee organizations, also on June 5th. The comment period was initially scheduled to close on June 23rd, but was extended twice at the request of Colorado WINS and several employees and officially closed at 12:00pm on June 28, 2012. Although the division agrees that more and better communication methods may be utilized and accepts the challenge to do so, it is ultimately the responsibility of the appointing authority and employee to ensure they are apprised of system change notices. The department acknowledges that we can work better with agencies, employees, and employee organizations to ensure that better notice is provided in the future.

The third recurring comment was in regards to the concern that specific details of how the pay differentials and in-range movements will be implemented and their parameters have not been clearly defined within the system maintenance study. The purpose of a system maintenance study is to change the job evaluation structure and assign appropriate pay grades. The specific guidelines for the pay practices to support the new IT Services pay ranges (utilizing in-range adjustments and pay premiums) will be detailed in an upcoming rulemaking process and/or within agency policies and procedures that will follow rulemaking. Concern was then relayed that if the guidelines are too

broad and appointing authorities have too much flexibility, inconsistent pay decisions may be made. The State Personnel Director has authority to promulgate personnel rules and under Colorado statute (Administrative Procedures Act) proposed rules must be published and comments considered. In addition, the Director will hold a hearing at which stakeholders may provide input, before any rules are adopted as final. With considerable feedback from employees and employee organizations, the Director is responsible for adopting responsible and technically sound rules that ensure consistent and fair pay practices that comport with all applicable state and federal laws.

In addition, concerns were raised that not all employees will see a salary increase as a result of this study. Specifically, because market data comparisons on page 9 indicate that the state is behind the market for the Applications Programmer I, II and III, and the IT Professional II, III, IV and VI levels, why aren't those employees receiving a pay increase? First, system maintenance studies are implemented on a "dollar for dollar" basis, which means that only employees with a salary below a newly adjusted range minimum realize a salary increase, up to the new range minimum. The primary purpose of a system maintenance study is to ensure that State pay structures and ranges are competitive with the market and meet internal business needs. Second, because of the new broad structure, most employees will move over into the new pay range at some point within the range, which means there is no need to adjust salary, as most employees are already above the range minimum. This method of implementing studies may cause some pay compression and results in most employees not receiving a salary increase. The department's intent is that the soon to be created in-range adjustments and pay premiums will assist in alleviating some compression, along with any current pay tool, such as in-range compression adjustments. Of course, the downside is that agencies will need to find funding for these in-range adjustments and pay premiums within existing budgets. But because reallocations and promotion actions will likely be fewer (in-range and pay premiums will take their place) the department assumes that funding used for reallocations may simply be used for the new mechanisms.

At least one agency asked for the rulemaking to take place sooner rather than later in the 2012-2013 fiscal year. The department recognizes that agencies will need time to gather employee feedback and create policies after the rulemaking is complete and still meet the July 1, 2013 study implementation.

Lastly, concern was expressed that there is no way to "promote" individual positions within the new broad structure. The study leaders responded that within the upcoming rule changes required to implement the in-range adjustment and pay premiums there would be a process to move individuals within the broad pay ranges, based on skill set, experience, etc., very similar to the current promotional process. There are no specifics regarding these new in-range and pay premiums at this time, because rulemaking will happen sometime in the 2012-2013 fiscal year. Once rules are in place, agency policies and plans will follow, which will determine how in-range movements and pay premiums will be used. In other words, although the classes are being consolidated and the promotional opportunity appears to be reduced, the concept of movement based on functioning level or skills will remain, which will allow employees to increase base pay and possibly pay premiums when functioning at a higher level. The department expects a similar result – no more or less movements within the broad range compared to promotions – with a much more streamlined and efficient process.

FISCAL IMPACT FOR IMPLEMENTATION YEAR

C.R.S. 24-50-104 (4) (b) requires the annual compensation survey report to reflect all increased costs necessary to maintain the compensation structure for the next fiscal year. Further, in accordance with Personnel Director's Administrative Procedures (rules), 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 mandated 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 recommended upward adjustment is **\$321,965** based on fiscal year 2012-2013 salaries. The following information depicts the assumptions made in the calculation of increased costs.

- Data was taken from the Colorado Personnel and Payroll System as of April 31, 2012, and is assumed to be accurate as of that date.
- Only permanent, full-time positions are reported. Vacant, temporary, part-time, and substitute positions are excluded.
- The implementation date of July 1, 2013, 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 any annual compensation survey adjustments.
- PERA and Medicare costs are included in the calculations.

RECOMMENDATIONS

I. Occupational Group

No change is recommended. The Information Technology Services classes will remain in the Professional Services occupational group at this time, pending possible pay structure redesign published by the department in the FY 13-14 Annual Compensation Survey Report.

II. Class Descriptions

Please see attached class description.

III. Class Conversion and/or Placement

The conversion of a class is the movement from the former class title and grade to a new class title (where appropriate) and new grade for purposes of future reinstatement and retention. It is used for those studies that do not involve class placement such as this study. The following chart lists the new class codes and pay grades.

Current Class		New Class		Grade	
Code	Title	Code	Title	From	To*
H2A1IX	APPLICATIONS PROGRAMMER INTERN	H2A1XX	INFORMATION TECHNOLOGY TECHNICIAN	H80	IT02
H2A2TX	APPLICATIONS PROGRAMMER I	H2A2XX	INFORMATION TECHNOLOGY PROFESSIONAL	H82	IT03
H2A3XX	APPLICATIONS PROGRAMMER II	H2A2XX	INFORMATION TECHNOLOGY PROFESSIONAL	H84	IT03
H2A4XX	APPLICATIONS PROGRAMMER III	H2A2XX	INFORMATION TECHNOLOGY PROFESSIONAL	H86	IT03
H2A6XX	APPLICATIONS PROGRAMMING MANAGER	H2A4XX	INFORMATION TECHNOLOGY MANAGER	H89	IT05
H2I1IX	INFORMATION TECHNOLOGY TECHNICIAN I	H2A1XX	INFORMATION TECHNOLOGY TECHNICIAN	H81	IT02
H2I2TX	INFORMATION TECHNOLOGY TECHNICIAN II	H2I1XX	INFORMATION TECHNOLOGY TECHNICIAN	H83	IT02
H2I3XX	INFORMATION TECHNOLOGY PROFESSIONAL I	H2A2XX	INFORMATION TECHNOLOGY PROFESSIONAL	H85	IT03
H2I4XX	INFORMATION TECHNOLOGY PROFESSIONAL II	H2A2XX	INFORMATION TECHNOLOGY PROFESSIONAL	H87	IT03
H2I5XX	INFORMATION TECHNOLOGY PROFESSIONAL III	H2A2XX	INFORMATION TECHNOLOGY PROFESSIONAL	H88	IT03
H2I6XX	INFORMATION TECHNOLOGY PROFESSIONAL IV	H2A3XX	INFORMATION TECHNOLOGY SUPERVISOR	H89	IT04
H2I7XX	INFORMATION TECHNOLOGY PROFESSIONAL V	H2A3XX	INFORMATION TECHNOLOGY SUPERVISOR	H91	IT04
H2I8XX	INFORMATION TECHNOLOGY PROFESSIONAL VI	H2A4XX	INFORMATION TECHNOLOGY MANAGER	H92	IT05
H2I9XX	INFORMATION TECHNOLOGY PROFESSIONAL VII	H2A4XX	INFORMATION TECHNOLOGY MANAGER	H93	IT05

*None of the IT pay grades have been created at this time. The department plans to redesign all state personnel system pay structures, which will result in new pay grades. More detail on this pay structure redesign is located within the FY 13-14 Annual Compensation Survey report.



STATE OF COLORADO

CLASS SERIES DESCRIPTION

July 1, 2013

INFORMATION TECHNOLOGY SERVICES

H2A1XX TO H2A4XX

DESCRIPTION OF OCCUPATIONAL WORK

This class series uses four levels in the Professional Services Occupational Group and describes technical and professional assignments in information technology fields. Class specifications are established to define the duties and responsibilities assigned to all levels, and are written in broad terms to support a continuum of functioning within a level.

Technical information technology work is skilled work in the practical application of specialized techniques, procedures, practices, or methods in order to accomplish tasks. The specialized work is a direct extension of a professional field which requires an understanding of that field in order to carry out the practical nature of the work. Because of the connection with a professional field, the nature of the work requires that it revert to a professional if not performed by a technician. Information technology technical work is designated within the Information Technology Technician class.

Professional information technology work is analytical and evaluative in nature. Decisions require the creative and conceptual application of theory and principles of a professional occupational field. A professional field is one in which knowledge is gained by completion of an advanced course of study resulting in a college degree or equivalent specialized experience. The information technology professional level work is designated within the Information Technology Professional, Supervisor and Manager classes.

INDEX: Information Technology Technician begins on page 2, Information Technology Professional begins on page 2, Information Technology Supervisor begins on page 4, and Information Technology Manager begins on page 5.

INFORMATION TECHNOLOGY SERVICES (Cont'd.)
CLASS SERIES DESCRIPTION
JULY 1, 2013

INFORMATION TECHNOLOGY TECHNICIAN

H2A1XX

CONCEPT OF CLASS

This class describes the entry, fully-operational, and advanced levels of information technology technical support. Positions in this class determine practical solutions to problems by applying specified processes, techniques, and methods. Positions carry out established work assignments under the guidance of Information Technology Professionals, work leaders and supervisors. The entry level work is initially designed to train positions for a higher level work assignment within this class. Full-operating and advanced information technology technicians operate independently in performing the full range of technical duties and problem-solving. Technical assignments will not move beyond this level.

At the fully-operational technical assignment level, positions carry out defined work procedures and processes, judgment is required on an ongoing basis to select the most appropriate technical guidelines and adapt them to accomplish tasks. Positions make decisions regularly that are within limits prescribed by the operation, choices involve selecting alternatives that affect the manner and speed with which tasks are carried out. These choices do not affect the standards or results of the operation itself because there is typically only one correct way to carry out the operation. Alternatives include independent choice of such things a priority and personal preference for organizing and processing the work, proper tools or equipment, speed, and appropriate steps in the operations to apply.

Positions study technical information to determine what it means and how it fits together in order to get practical solutions to problems and tasks. Guidelines in the form of specified processes, techniques, and methods exist for most situations. Judgment is needed in locating and selecting the most appropriate of these guidelines which may change for varying circumstances as the task is repeated. This selection and interpretation of guidelines involves choosing from alternatives where all are correct but one is better than another depending on the given circumstances of the situation.

The direct field of influence a position has on the organization is as an individual contributor. The individual contributor may explain work processes and train others. Information Technology Technician positions that supervise other information technology technical support positions are classified within this level and not in the Information Technology Supervisor level.

INFORMATION TECHNOLOGY PROFESSIONAL

H2A2XX

CONCEPT OF CLASS

This class describes the entry, fully-operational, and advanced professional levels of the information technology occupation. Positions operate independently performing the full range of professional information technology tasks and specialties. Work requires the use of discretion and creativity within limits of theory and principles of the profession; management's program objectives; law and regulations; and, general systems and guidelines. Judgment is used in the

INFORMATION TECHNOLOGY SERVICES (Cont'd.)

CLASS SERIES DESCRIPTION

JULY 1, 2013

adaptation and skilled application of guidelines to solve a full range of problems related to the assignment. An employee in this class must anticipate and analyze the impact and consequences of decisions made. Positions may serve as a resource to others or a specialist in the professional field. Professional assignments without supervisory or managerial responsibilities will not move beyond this level.

At the entry level, positions carry out defined work procedures and processes, judgment is required on an ongoing basis to select the most appropriate technical guidelines and adapt them to accomplish tasks. Entry level professional positions perform tasks that are structured and designed to provide training and experience. Tasks are performed under direct supervision and detailed instruction and guidance is received. Entry professionals learn to apply theories and principles of the professional information technology field.

Fully-operational level positions regularly make decisions that are within limits set by professional standards, the agency's available technology and resources, and program objectives and regulations established by a higher management level, choices involve determining the process, including designing the set of operations. The general pattern, program, or system exists but must be individualized. This individualization requires analysis of data that is complicated. Analysis is breaking the problem or case into parts, examining these parts, and reaching conclusions that result in work processes. This examination requires the application of known and established theory, principles, conceptual models, professional standards, and precedents in order to determine their relationship to the problem. New processes or objectives require approval of higher management or the agency with authority and accountability for the program or system.

Positions evaluate the relevance and importance of information technology theories, concepts, and principles in order to tailor them to develop a different approach or plan to fit specific circumstances. While general policy, precedent, or non-specific practices exist, they are inadequate and are therefore relevant only through approximation or analogy. In conjunction with theories, concepts, and principles, positions use judgment and resourcefulness in tailoring the existing guidelines so they can be applied to particular circumstances and to deal with emergencies.

The direct field of influence a position has on the organization is as an individual contributor. The individual contributor may explain work processes and train others. The individual contributor may serve as a resource or guide by advising others on how to use processes within a system or as a member of a collaborative problem-solving team, and includes work leader, project leader, project management, and advanced or specialized assignments.

Specialty areas: The following information technology professional specialties are determined by established department guidelines.

Work leaders exercise some control over the continual work product of at least two other full-time employees in the same or similar class, such as assigning tasks, monitoring progress and work flow, checking the product or work, scheduling work and establishing work standards.

INFORMATION TECHNOLOGY SERVICES (Cont'd.)

CLASS SERIES DESCRIPTION

JULY 1, 2013

Project leaders have some control over the continual work product of others, but it is conducted on an ongoing project basis where they assist in the development of project scope and objectives, creating work plans, schedules, project estimates, resource plans, and status reports, for projects that are critical to the agency's mission and fundamental business operations. Project leaders function much as "leaders-in-charge" of small to medium size projects of significant magnitude in terms of complexity, cost, time-constraints, staffing, and equipment. Project leaders provide direction to a project team including assignment of individual responsibilities, tasks and technical functions. Project leader differs from work leader in that the group of employees led may change or revolve. Work leaders provide ongoing leadership for a set group of employees.

Project managers typically supervise all project staff, and define the information technology project scope and objectives; are responsible for all aspects of the development and implementation of assigned information technology projects (\$5 million plus) and provide a single point of contact for projects. Develops detailed project work plans, monitors project work assignments and deadlines, and ensures consistent communication, and organization between interdisciplinary project teams and departments. Interfaces with all areas affected by the project including end users, computer services, and client services. Continually evaluates the project to ensure intended goals and deliverables are being met, and creates status reports. Project manager positions must be certified by the Project Management Institute (PMI) or have comparable education and experience.

INFORMATION TECHNOLOGY SUPERVISOR

H2A3XX

CONCEPT OF CLASS

This class describes the full range of information technology unit supervisor assignments. Positions manage the daily operation of all information technology activities or a specific functional area or work unit; and determine the annual business plans that integrate with the agency's mission and goals, determine implementation policies and guidelines, develop budgets, establish staffing and directly control the work of others. Work involves directing the implementation of policies, rules, and regulations.

Positions set limits of the strategic master plan and allocated human and fiscal resources, choices involve determining tactical plans to achieve the objectives established by the highest management level, that involves establishing what processes will be done, developing the budget, and developing the staffing patterns and work units in order to deploy staff. This level includes inventing and changing systems and guidelines that will be applied by others. By nature, this level is not bound by processes and operations in their own programs as a framework for decision making and there are novel or unique situations which cause uncertainties that must be addressed at this level. Through deliberate analysis and experience with these unique situations, the supervisor determines the systems, guidelines, and programs for the future.

Positions develop guidelines to implement a program that maintains the agency's mission. Guidelines do not exist for most situations. In directive situations, positions use judgment and

INFORMATION TECHNOLOGY SERVICES (Cont'd.)

CLASS SERIES DESCRIPTION

JULY 1, 2013

resourcefulness to interpret circumstances in a variety of situations and establish guidelines that direct how a departmental/agency program will be implemented.

The unit supervisor is accountable, including signature authority, for actions and decisions that directly impact pay, status, and tenure of at least three full-time equivalent positions. At least one of the subordinate positions must be in the Information Technology Professional class or at a comparable conceptual level in another professional class series. The elements of formal supervision must include providing documentation to support recommended corrective and disciplinary actions, signing performance plans and appraisals, and resolving informal grievances. Positions start the hiring process, interview applicants, and recommend hire, promotion, or transfer. Some positions may function as second-level supervisors depending on the size of the unit or section.

INFORMATION TECHNOLOGY MANAGER

H2A4XX

CONCEPT OF CLASS

This class describes the Information Technology Manager that is the second or third-level program supervisor. Positions manage the daily operations of all information technology activities or specific functional areas or multiple work units. Positions determine the annual business plans that integrate with the agency's mission and goals, determine implementation policies and guidelines, develop budgets, establish staffing and control the work of others through formal supervision of subordinate unit supervisors. Work involves directing the implementation of policies, rules, and regulations.

Positions set limits by organizational policy, general directives, overall goals and objectives, and allocated resources, choices involve formulating or adjusting programs, specifying program objectives, and allocating human and fiscal resources among constituent programs. This involves independently, and under conditions of uncertainty, determining what has been done, what can be done, proposals for long-term policy, and estimates of what new resources are required. The long-term strategic plans, purposes, and staffing determined by this level require integration with other programs in the overall plan. Program, as used here, is defined by the mission of an agency or division as opposed to a segment or piece of a program, such as planning, program evaluation, etc.

Positions develop guidelines to implement a program that maintains the agency's mission. Guidelines do not exist for most situations. In directive situations, positions use judgment and resourcefulness to interpret circumstances in a variety of situations and establish guidelines that direct how a departmental/agency program will be implemented.

The manager must be accountable for multiple units through the direct supervision of at least two subordinate Information Technology Supervisors; the third-level supervisor is accountable for multiple units through the direct supervision of at least two subordinate second-level supervisors or Information Technology Managers; and, have signature authority for actions and decisions that directly impact pay, status, and tenure. Elements of formal management must include

INFORMATION TECHNOLOGY SERVICES (Cont'd.)

CLASS SERIES DESCRIPTION

JULY 1, 2013

providing documentation to support recommended corrective and disciplinary actions, second-level signature on performance plans and appraisals, and resolving grievances. Positions at least start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

ENTRANCE REQUIREMENTS

Minimum entry requirements and general competencies for classes in this series are contained in the State of Colorado Department of Personnel and Administration web site.

For purposes of the Americans with Disabilities Act, the essential functions of specific positions are identified in the position description questionnaires and job analyses.

CLASS SERIES HISTORY

Effective 7/1/13 (KJE). Consolidate Applications Programmer Intern (H2A1IX), Information Technology Technician I (H2I1), and Information Technology Technician II (H2I2) into the IT Technician (H2A1XX). Consolidate Applications Programmer I (H2A2TX), Applications Programmer II (H2A3XX), Applications Programmer III (H2A4XX), Information Technology Professional I (H2I3), Information Technology Professional II (H2I4), and Information Technology Professional III (H2I5) into the IT Professional (H2A2XX). Consolidate Information Technology Professional IV (H2I6) and Information Technology V (H2I7) into the IT Supervisor (H2A3XX). Consolidate Programming Manager (H2A6XX), Information Technology Professional VI (H2I8), and Information Technology Professional VII (H2I9) into the IT Manager (H2A4XX). Published proposed 6/4/12.

Effective 7/1/99 (KKF). PS consolidation study consolidated Operating System Programmer/Analyst I - IV. Published draft 2/17/98 and proposed 3/20/98.

Effective 9/1/98 (CVC). PS consolidation study consolidated Database Analyst/Administrator (H2C), Data Processing Manager (H2D), Operating Systems Manager (H2F5), Network Services (H2E), Programmer/Analyst (H2G), and Scientific Programmer/Analyst (H2H). Published draft 2/17/98 and proposed 3/20/98.

Revised 8/1/94 (CVC). Revised Network Services to include the Network Technician (H2E2TX).

Revised 5/1/94 (CVC). Adjustment to Operating Systems Programmer/Analyst (H2F) and Programmer/Analyst (H2G) class descriptions as result of system appeal decision.

Effective 9/1/93 (CVC). Job Evaluation System Redesign Project. Created Database Analyst/Administrator (H2C). Revised Data Processing Manager (H2D), Network Services (H2E), Operating Systems Programmer/Analyst (H2F), Programmer/Analyst (H2G), Published as proposed 6/1/93.

INFORMATION TECHNOLOGY SERVICES (Cont'd.)

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Revised 1/1/92. Change in occupational group for Data Processing Manager I-III (A2795 - A2797), Software Programming Manager (A2791), Systems Analysis Manager (A2792).

Revised 01/01/81. Change in promotion statement for Senior and Principle Systems Analyst (A2782 - A2783).

Revised 7/1/79. Changed entrance requirements for Data Processing Manager I - III (A2795 - A2797). Changed minimum qualifications and class concepts for Software Programmer A - B (A2760 - A2761); minimum qualifications for Senior and Principle Software Programmers (A2762 - A2763), distinguishing features and minimum qualifications for Software Programming Manager (A2791). Addition of options, change nature of work, some examples of work, knowledge, skills and abilities, minimum qualifications for Systems Analyst A, B, Senior and Principle Systems Analyst (A2780 - A2783), distinguishing features and minimum qualifications for Systems Analysis Manager (A2792). Changed distinguishing features and minimum qualifications for Scientific Programmer A, B and Senior (A2770 - A2772).

Created 1/1/75. Data Processing Manager I-III (A2795 - A2797); Software Programmer A, B, Senior, Principle, and Manager (A2760 - A2763 and A2791); Systems Analyst A, B, Senior, Principle and System Analysis Manager (A2780 - A2783 and A2792); and Scientific Programmer A, B and Senior (A2770 - A2772).

ISSUING AUTHORITY: Colorado Department of Personnel & Administration