Hiring Guidelines

Human Resources Division

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1.00 Introduction

The Commonwealth of Massachusetts is dedicated to attracting and retaining a highly qualified and diverse workforce. These guidelines are designed for Executive Department agencies to ensure fair and consistent hiring practices across the Commonwealth.

Each agency has an HRD Classification & Compensation Analyst assigned to provide consultation on all aspects of the hiring process, including cases where a candidate cannot be hired according to these guidelines.

2.00 Classification

Job classification is a system employed by the Commonwealth to categorize most positions within the Executive Departments. It assigns jobs to a standardized scale based on their overall tasks, responsibilities, duties, and qualification requirements; and aligns them associated pay grades.

2.01 Non-Management Classification

HRD delegates the responsibility for classifying non-management positions, as outlined in Chapter 30, Section 45, to secretariats and agencies.

Requirements & Procedures

- The agency must ensure a position is properly classified before posting the position on MassCareers or requesting a posting waiver via MassCareers. Classification involves comparing the position's duties and responsibilities to existing classifications and selecting the most appropriate title. See Appendix A: Position Description Guidelines and Forms for Non-Management Positions for more information.
- The agency must complete a non-management Position Description prior to posting the vacancy or requesting a waiver of the posting requirement.
- The incumbent must sign the position description upon appointment.
- The agency may not post a position or request a posting waiver if the position has a classification flag in HR/CMS.
    - If a position is flagged, the agency must reevaluate it. Once the correct classification is determined, the agency can submit an eForm to request reallocation to the appropriate title and remove the classification flag.
- The agency must ensure that the position is included on the organizational chart and that the supervision exercised and reporting staff are accurately reflected as described in the position description. See Appendix B: How to Prepare an Organizational Chart for more information.

Audit Requirements

- The agency must keep a current, signed position description (Form 30) on file for each employee.
- The agency must keep a current organizational chart on file at the agency's central human resources office.

2.02 Management Classification

The Commonwealth of Massachusetts uses the Hay Guide Chart Profile Method to evaluate management positions.

All new, upgraded, or downgraded management positions require HRD approval of the classification prior to the hiring or reallocation process.

Requirements & Procedures

- The agency must ensure that a position is properly classified prior to posting it on MassCareers or requesting a waiver via MassCareers.
- The agency must prepare and evaluate a Management Questionnaire (MQ) for each new management position or whenever the classification changes (changes include upgrades, downgrades, and functional adjustments to the role).
- The agency evaluates and classifies a management position by reviewing the duties and responsibilities of the job, assigning points based on unique factors, and determining classification using the points (score).
- The agency must select the appropriate management classification from one of seven series of management titles:
    - **Administrator** - This series is for general administrative work requiring the exercise of independent judgment in a variety of functions, the primary purpose of which is to serve the administrator's own agency or other agencies. No specific professional degree or license is required.
    - **Fiscal Officer** - This series is for those positions in which the majority of work is in the fiscal field. No specific professional degree or license is required.
    - **Program Manager** - This series is for the head, assistant, or member of a department, division, bureau, section, or unit of which the primary purpose is to manage a major segment of which is to serve the public. No specific professional degree or license is required.
    - **Program Manager Specialist** - This series is for professionals such as attorneys, physicians, and engineers, for which a specific professional degree or license is required to perform the functions of the position and for which no other degree can be substituted.
    - **Information Technology (IT) Manager** - This series is for senior level (management levels IX through XII) positions only whose job function requires knowledge of the IT functionality in the area they manage. See Appendix C: Information Technology (IT) Management Guidelines for information about the IT management series, including how to classify managers into the IT management series and obtain appropriate approvals.
    - **Clinical Manager –** This series is for leadership positions (management levels IX through XII) in healthcare settings that manage a variety of medical, nursing, or public health resources. Incumbents in this series typically have medical, nursing, or other advanced healthcare-related degrees and must directly manage in a healthcare setting. Use of this classification requires HRD approval.
    - **Engineering Manager –** This series is for leadership positions (management levels VII through XII) in the engineering field. These job functions require knowledge and specific experience within the field of engineering. Use of this classification requires HRD approval.

- The agency must first secure secretariat approval of any changes to management classifications (upgrades and downgrades) and any new management classifications.
- Once secretariat approval is obtained, the agency must submit the following to HRD for review and evaluation: MQ, organizational chart, and additional relevant documentation of any changes to management classifications (upgrades and downgrades) and any new management classifications. Once approved by HRD, the agency may proceed with the hiring or reallocation process.
- For reallocations regarding filled management levels V through XII, the incumbent will need to have a tax and background check within the past year prior to the position reallocation in HR/CMS.
- The incumbent must sign the MQ at the time of appointment.
- The agency may not post a position or request a waiver for a position that is marked with a classification flag in HR/CMS.
    - If a position is marked with a classification flag, the agency should review the classification of the position by creating and evaluating a new MQ. Once appropriate classification is determined and approvals secured, the agency should submit an eForm to request the reclassification of the position to an appropriate title and request that HRD remove the classification flag in HR/CMS.
- The agency must ensure that the position is included on the organizational chart and that the chart displays the reporting relationships, as described in the MQ. See Appendix B: How to Prepare an Organizational Chart for more information.

Audit Requirements

- The agency must maintain an accurate functional title listed in HR/CMS for all management employees.
- The agency must keep a current, signed MQ and other relevant evaluation documentation for each manager.
- The agency must keep a current organizational chart on file with each evaluated MQ.

2.03 Non-Management Classification Appeal Process

Classified employees have the right to file appeals of the classification of their positions under the provisions of Chapter 30, Section 49. If an appeal is denied by the Personnel Administrator, the same appellant has the right to file an appeal with the Civil Service Commission (CSC). For pay purposes, the appeal's effective date is the previous Sunday of the week in which the agency received the appeal.

It is the responsibility of each agency to administer the appeals process. This includes the receipt of a request, scheduling an appeal audit, and issuing a decision on an appeal. Appellants who are aggrieved by the agency's decision may then appeal that decision to HRD. Appellants may appeal HRD's final decision to the Civil Service Commission. Agencies must take care to ensure that a fair and impartial audit is conducted, an objective decision is made, and all aspects of the appeal process are carefully documented in writing.

An HRD Classification & Compensation analyst is available to conduct appeal audits if the agency cannot conduct a fair and impartial audit.

Procedure

1. Filling of Appeal:
    a. The appellant submits a written request to appeal their classification to their agency's HR department. The written request must contain the title the appellant currently holds and the title they are requesting, as well as the basis for the reclassification request. The agency should document the date the appeal is received.
    b. The agency schedules an appeal audit (commonly known as a desk audit) and notifies the appellant of the date and time. Notification of the appeal audit should also be sent to the appellant's supervisor and union representation (if applicable). The agency should allow the appellant's supervisor and/or union representative to be present at the request of the appellant.
    c. To prepare for the appeal audit, the agency should send the Interview Guide to the appellant in advance of the appeal audit and assemble any relevant documentation, such as the appellant's position description, organizational charts, and relevant classification specifications.
2. During the Appeal Audit:
    a. The agency should explain the appeal process, including the right to appeal an adverse decision to HRD, and answer any procedural questions at the start of the appeal audit.
    b. The agency reviews and assists with the completion of the Interview Guide with the appellant. Appellants are encouraged to submit any additional documentation.
    c. The Interview Guide should be signed by the appellant, indicating they agree with the contents. If the appellant is not in agreement, they may attach the reasons for the disagreement. The appellant's supervisor should be given the opportunity to review the completed Interview Guide and prepare a separate document concerning any disagreement they have with the contents of the guide.
3. Preparing the Decision:
    a. The agency should assemble and review all documentation relating to the appeal. Once the review is complete, the agency should proceed with classifying the position. See Appendix A: Position Description Guidelines and Forms for Non-Management Positions for details on how to classify non-management positions.
    b. The agency should document their recommended classification with a detailed justification for the recommendation. This justification should be sent to the appellant along with the agency's preliminary decision. The agency should give the appellant 10 days to file a written refutation if they disagree with the decision.
    c. After 10 days, or upon review and consideration of the refutation, the agency should issue a decision.
    d. If the appellant disagrees with the agency's decision, they can appeal to HRD. The appeal request should be sent to HRD in writing by the appellant, with a copy of the agency's decision letter and any other information the appellant would like to

provide. HRD will contact the agency for a copy of the appellant's appeal file to conduct a document review. HRD will issue a decision. If still aggrieved, the appellant may then appeal to the Civil Service Commission.

4. Implementing Decisions:
    a. If the resolution requires a position reallocation, the agency should submit the request via eForm to HRD for processing.

Audit Requirements

- The agency must retain the complete appeal file, including:
    - Appellant's appeal letter
    - Interview Guide
    - Position Description
    - Organizational chart
    - Copies of the agency's preliminary and final decision letters
    - Justification document
    - Any other documentation used to inform the classification decision

2.04 Management Classification Appeal Process

Any manager of the Commonwealth objecting to any provision of the classification affecting their position may appeal in writing to HRD and shall be entitled to a hearing upon receipt of such appeal. Managers have the right to appeal their classification to HRD under the provisions of Chapter 30, Section 49.

Procedure

1. Appeal Notification Process:
    a. Any manager seeking to appeal their management classification must submit the appeal request in writing to HRD.
    b. HRD will send a hearing notification email to the appellant and copy the agency's HR Director. The notification email will inform the appellant that the hearing will take approximately one hour and that failure to appear at the scheduled hearing without proper prior notice will result in a default proceeding and a dismission of the appeal.
2. Management Classification Appeal Hearing:
    a. The management classification appeal hearing will consist of up to three HRD staff (the *Hearing Panel*).
    b. The Hearing Panel will conduct the hearing and accept testimony and documentation from the appellant and agency.
    c. At the conclusion of the hearing, the Hearing Panel will conduct an appeal evaluation, including the following steps:
        i. Determine if the job is truly managerial and, if so, follow the established rules and conventions for conducting management job evaluations.
        ii. Then, upon receipt of final approval of the evaluated level of the management position in question, HRD will send a decision letter providing the appellant with the findings of the hearing and detailing their appeal rights to the Civil Service Commission.

3. Implementing Decisions:
    a. If the resolution requires a position reallocation, the agency should submit the request via eForm to HRD for processing. Appellants may need to clear a tax and background check prior to the completion of their reallocation.

3.00 Position Management

Position management is the establishment, reallocation, or transfer of positions in HR/CMS for hiring and workforce administration purposes.

Requirements & Procedures

- The agency must ensure that the position is properly classified.
- The agency must ensure that an account is established and funded before positions are created or transferred to the account.
- For management positions, the agency must ensure that an accurate functional title has been assigned to the position in HR/CMS.
- The agency must request via eForm the establishment, reallocation, and other position data changes in HR/CMS. HRD processes all eForm requests.
- The agency must request new location codes as required.
- The agency should review its vacant positions to determine if an existing position can be used or reallocated before requesting the creation of a new position.
- The agency must determine the position type before it is created in HR/CMS. A position must have an official state position type designation.
- For all post-retiree appointments, the agency must use job code EPR001 for positions requiring 37.5 standard hour per week or XPR001 for positions requiring 40 standard hour per week. Additionally, the position type PR (Post Retirement) must be used for these appointments.
- The agency must enter and maintain "Reports To" information for all employees in HR/CMS.
- The agency must ensure that the requested job code matches the standard hours of the position.

4.00 Posting, Waivers, & Recruitment

The Commonwealth of Massachusetts is an employer committed to developing a highly qualified and diverse workforce.

During the hiring process all written recommendations for candidates of state positions who are hired are considered public records. This provision does not apply to internal communications within the Executive Branch. Additionally, written recommendations for employment may not be considered by the hiring authority until the agency determines the applicant has met the minimum entrance requirements (MERs) for the position. However, a hiring authority may contact a person who has submitted a written recommendation or conduct reference checks in accordance with the agency's regular practice.

4.01 Job Posting

All positions should be posted to promote an open, fair, and transparent hiring process.

Procedures & Requirements

- All positions must be posted on MassCareers.
- Promotional opportunities must be posted internally in accordance with Collective Bargaining Agreements and agency policy.
- The agency must comply with its diversity plan.
- To be compliant with Executive Order # 627, postings may not include educational requirements as preferred, required, or desired qualifications in excess of the MERs unless there is prior approval of the Cabinet Secretary and HRD.
    - Agencies should utilize MassCareers to obtain approval to post a job that requires education in excess of the MERs.
- Please see MassCareers job aids for further information.

Audit Requirements

- The agency must retain the Position Description or MQ for the posted position.
- The agency must retain all related documentation regarding the job posting.

4.02 Waivers

All positions should be posted to promote an open, fair, and transparent hiring process. The agency may, on a case-by-case basis, request a waiver from the posting process. A waiver of posting must be based on business necessity and requires documenting the reasons that posting the position would cause the agency undue hardship in meeting its goals.

Requirements & Procedures

- The agency must secure approval via the waiver requisition process in MassCareers for any position **not** posted on MassCareers.
- Waivers for non-management positions are approved by the agency.
    - The agency must enter a waiver into MassCareers and follow the established approval path as defined in the Waiver Requisition Process job aid.
    - Justification for why the agency is requesting a waiver of the posting process must be included in the requisition in MassCareers.
    - Please see Appendix E: Waiver Request Criteria for Approval for more information.
- Waivers for management positions must be approved by the Cabinet Secretary or their designee. Only a limited number of designees should be authorized to approve waiver requests on behalf of the Cabinet Secretary. Secretariats must notify HRD of all approved designees.

- The agency must enter a waiver into MassCareers and follow the established approval path as defined in the Waiver Requisition Process job aid.
    - Justification for why the agency is requesting a waiver of the posting process must be included in the requisition in MassCareers.
    - Please see Appendix E: Waiver Request Criteria for Approval for more information.

Audit Requirements

- The agency must retain the Position Description or MQ for the posted position.
- The agency must retain all related documentation regarding the waiver process.
- The secretariat must maintain a list of authorized waiver approvers.

4.03 Recruitment

For best practices on recruitment, screening, interviews, candidate selection, and more, Hiring Managers should review HRD's Skills-Based Hiring Toolkit. Additionally, the agency should use the State's benefits package as a recruitment tool for prospective employees.

5.00 Selection

The Commonwealth is committed to recruiting and retaining a high performing workforce. The goal of the selection process is to find the right candidate with the right skills for the function while achieving a workforce that reflects the diversity of the Commonwealth's population. Any criterion or process that is used to screen and select candidates, from qualification requirements through the interview, must be job-related and applied consistently to **all** candidates.

Requirements & Procedures

- The following requirements, which are available on the Civil Service homepage, apply to non-management hires and have precedence in the order shown below:
    1. Civil Service Reinstatement List (administered by the agency)
    2. Civil Service Re-employment List
    3. Department Promotional Civil Service List
    4. Open Competitive Civil Service List
    5. Agency Collective Bargaining Recall List
    6. Statewide Recall List
    7. Internal and external posting
- Please refer to the appropriate contract for posting and promotional requirements for non-management positions covered by the Collective Bargaining Agreements.
- The MassCareers Knowledge Center provides detailed guidelines on:
    - Utilizing ACE methodology (Achievement, Certification, Experience) and creating asset questions to screen candidates
    - Preparing a requisition for posting
    - Moving candidates through the candidate selection workflow

    - Conducting reference checks
    - Sending correspondence
- Agencies should reference Appendix F: Developing Valid Qualification Requirements and Screening Procedures for key laws, guidelines, and terminology that apply to screening and selecting candidates.
- The agency develops screening criteria that directly relate to the essential functions and preferred qualifications of the position.
    - All position titles have templates in MassCareers that include the minimum entrance requirements defined on the HRD classification specification and any special requirements for the individual position. This language has been translated into a question(s) for candidates to self-assess their qualifications.
        - The agency uses these screening criteria on a pass/fail basis to determine whether the candidate is eligible for consideration.
    - The agency develops additional screening criteria based on the competencies most critical in performing the essential functions of the position, using the ACE methodology.
        - The agency determines which asset questions will be used to narrow down the number of candidates to be interviewed.
        - The agency determines interview questions and the scoring process that will be used to rank qualified candidates.
        - The agency selects the interview panel and determines which questions will be asked. It is best practice to have at least 3 members on the interview panel.
- The agency conducts the screening. It is important to provide reasonable accommodation to candidates during the screening process. Based on the type of position to be filled and the number of candidates, the process normally consists of the following steps:
    1. The agency conducts an initial screening to determine whether candidates meet the qualification requirements set forth in the vacancy announcement.
    2. The agency then identifies the candidates to be interviewed.
    3. The agency conducts the first interview and may conduct subsequent interviews as deemed necessary. The interview process may begin during the posting period.

2. The agency checks references using the reference forms in MassCareers. Agencies do not need to verify all experience claimed by the candidate, although it is best practice to check references from the previous employer and/or supervisor.
    1. If considering an employee for rehire, it is important to comply with the Rehire Reference Check Policy. Agencies will review a candidate's HR/CMS job data record for a separation notation when (all three must apply):
        - The candidate is selected for an interview
        - The candidate is external
        - The candidate has prior employment with an Executive Branch Agency.
    2. If a candidate was involuntarily terminated, the hiring Agency will contact the prior employing Agency for the circumstances surrounding the applicant's separation and weigh it accordingly.

    3. An involuntary termination does not absolutely bar/prohibit future re-employment within the Executive Branch.
3. The agency verifies required education and licenses/certifications (where applicable) of the selected candidate. The agency should use primary source verification for all licenses/certifications that are required for the job. Education verification may consist of collecting copies of transcripts, reviewing the original diploma, or verification through a 3rd party service. Only the highest level of education achieved needs to be verified (high school education, if highest, can be excluded from the verification unless required for the job).
4. The agency makes a conditional offer of employment to the candidate selected.

Audit Requirements

- The agency must retain all documentation of the criteria used in the selection process, as well as the scoring.
- The agency must retain all demographic information (if collected).
- The agency must retain all the candidates' applications.

6.00 Salary Administration

6.01 Non-Management Salary Administration

Agencies have flexibility for approvals of non-management salaries. This gives agencies the ability to offer salaries more comparable to current market rates and to compensate individuals for relevant work experience.

Requirements & Procedures

- The agency must ensure that the candidate meets the minimum entrance requirements (MERs).
- The agency must ensure that recruitment above the minimum salary rate is based on comparable work experience. See Appendix G: Calculating Comparable Experience for Salary Determination for more information.
- The agency must ensure the candidate was not employed by the Commonwealth in the 12 months immediately preceding the date of the recruitment (unless the relevant Collective Bargaining Agreement states otherwise).
- In accordance with the Massachusetts Equal Pay Law (MEPA), agencies cannot ask prior salary information of the candidate.
- The agency must adhere to salary rules within the applicable Collective Bargaining Agreement.
- The agency must adhere to the Salary Administration Rules (Gray Book) for all salaries for confidential and unclassified positions.
    - Salaries for confidential jobs must be consistent with salary charts contained within the appropriate Collective Bargaining Agreement.
    - Salaries for unclassified jobs must comply with the relevant statute.

- The agency must ensure that the approved salary for a potential new hire does not violate the MEPA by paying a salary less than current employees of a different gender who perform comparable work and, where permissible, pay variations do not apply, as outlined in MGL Chapter 149, Section 105A
- The agency should ensure that the approved salary for a potential new hire does not cause a salary collision as outlined in the Gray Book by exceeding the salary of the supervising manager. See Appendix H: Management Salary Collision Guidelines for more information.
- The agency must adhere to the current intern salary rates issued by HRD regarding all salaries for student interns.
- All salaries that fall outside of the Hiring Guidelines must be approved by HRD via Salary Approval Request eForm prior to final approval in MassCareers.
- The agency obtains approval within MassCareers to recruit a candidate into a non-management position at a salary within the applicable range, provided that the candidate meets the MERs and has comparable experience.
- The agency's formal offer is extended to the candidate **after** final approval is obtained.

Audit Requirements

- The agency must retain the candidate's resume and all salary justification / documentation.
- The agency must retain the HRD approval of salaries that exceed the criteria listed above.
- The agency must retain verification that the candidate was not employed by the Commonwealth in the 12 months immediately preceding the date of recruitment.

6.02 Salary Administration for Information Technology Positions

The Information Technology (IT) classification system consists of nine defined categories of work, referred to as job families. Each job family includes multiple job levels, and collectively, the system encompasses 76 distinct job functions. Additional details are provided in Appendix I: Information Technology (IT) Non-Management Classification.

Salaries are determined based on an employee's assigned job family, function, and level. Employees classified in the Customer Service / End User Support job family are compensated via the Customer Service / End User Support salary chart. Employees classified in the remaining eight job families are compensated under the Technical Salary Chart.

Employees paid under the Technical Salary Chart are also subject to the Technical Pay Law, in accordance with Chapter 177 of the Acts of 1983. This law allows secretariats to attract and retain qualified IT professionals in a highly competitive labor market.

General Requirements & Procedures

- The agency must ensure that the candidate meets the minimum entrance requirements (MERs).
- The agency must ensure the candidate was not employed by the Commonwealth in the 12 months immediately preceding the date of the recruitment.
- The agency must adhere to salary rules within the Unit 6 Collective Bargaining Agreement.

- In accordance with the Massachusetts Equal Pay Law (MEPA), agencies cannot ask prior salary information of the candidate.
- The agency must ensure that the approved salary for a prospective new hire complies with MEPA. Specifically, the salary must not be lower than that of current employees of a different gender performing comparable work, unless a permissible pay variation applies, as outlined in MGL Chapter 149, Section 105A
- The agency should ensure that the approved salary for a potential new hire does not cause a salary collision as outlined in the Gray Book by exceeding the salary of the supervising manager. See Appendix H: Management Salary Collision Guidelines for more information.
- All salaries that fall outside of the Hiring Guidelines must be approved by HRD via Salary Approval Request eForm prior to final approval in MassCareers.
- The agency's formal offer is extended to the candidate **after** final approval is obtained.

Customer Service / End User Support

- The agency must follow salary guidelines, as detailed in Section 6.01 Non-Management Salary Administration.
- For promotions on the Customer Service End User Support Salary Chart, agencies must follow the Unit 6 Collective Bargaining Agreement.

Technical Pay Law

Positions classified and paid via the Technical Salary chart are subject to the Technical Pay Law (TPL), which allows for additional salary flexibility to recruit and retain IT professionals. See Appendix I: Information Technology (IT) Non-Management Classification for more information.

- The technical pay salary chart includes a discretionary range for levels 1 through 3A. The discretionary range is a salary range on top of the formal steps within each job level. It is designed to give agencies flexibility to recruit staff and provide merit-based increases for employees who are no longer eligible for step increases.
    - Once an employee reaches step 14 on the technical salary chart, they **do not** automatically move into the discretionary range.
- The agency must obtain approval in MassCareers to recruit a candidate into an IT position at a salary within the applicable range, provided that the candidate meets the MERs and possesses comparable experience.
    - Candidates with up to five years of comparable experience should be placed in steps 1 through 5.
    - Candidates with six and ten years of comparable experience should be placed in steps 6 through 10.
    - Candidates with 11 or more years of comparable experience should be placed at step 11 or higher on the salary chart.

    - Hires into the discretionary range must be approved by HRD via the Salary Approval Request eForm prior to final approval in MassCareers. Agencies must provide justification to support the salary request.
    - Salaries outside these guidelines must be approved by HRD via the Salary Approval Request eForm prior to final approval in MassCareers.
    - Specific step placement is determined via a number of factors, including comparable experience, peer salaries, subordinate salaries, supervisory salaries, and market conditions.
        - The salary should not cause compression or collision with the supervising manager.
        - The salary should not create peer inequity within the agency (peers with similar experience and skills).
        - The salary should adhere to MEPA to not unlawfully pay an employee wages that are less than that of an employee of a different gender who performs comparable work.
- For promotions on the Technical Salary Chart, the following additional criteria applies when setting salaries:
    - Agencies have the flexibility of up to two steps or 6% of the candidate's current salary. Salaries must fall on a step, unless they are in the discretionary range.
        - Please note that if this calculation results in a salary lower than the minimum specified under Article 12 of the NAGE contract, the provisions in the Collective Bargaining Agreement (CBA) will take precedence.
    - Salary increases exceeding these percentages must be approved by HRD.
- Agencies are permitted to make salary adjustments, not associated with a promotion, demotion, or transfer, for employees covered by the Technical Pay Law (i.e. positions included on the Technical Salary Chart). Salary adjustments are allowed to resolve collision, MEPA, peer equity, retention issues, and reward performance.
        - For employees who are currently in a step, agencies may increase their salary by up to two steps to address such concerns.
        - For employees at step 11 – 12 or the discretionary range, agencies may increase their salary by up to 6%.
    - Agencies must obtain secretariat approval for all salary adjustments regardless of percent increase.
    - For salary increases outside the above guidelines, the agency must obtain approval from HRD via the Salary Approval Request eForm.

Audit Requirements

- The agency must retain the candidate's resume and all salary justification / documentation.
- The agency must retain the HRD approval of salaries that exceed the criteria listed above.
- The agency must retain verification that the candidate was not employed by the Commonwealth in the 12 months immediately preceding the date of recruitment.

6.03 Management Salary Administration

Management salary administration is based on the value of the job to the agency (including duties, responsibilities, and market rates).

Requirements & Procedures

- The agency must adhere to the Salary Administration Rules (Gray Book) when determining management salaries.
- In accordance with the Massachusetts Equal Pay Law (MEPA), agencies cannot ask prior salary information of the candidate.
- HRD is available to provide guidance and salary information as it relates to a particular functional title within comparable agencies.
- For new hires and promotions, agencies have the flexibility to determine management salaries within the following parameters:
    - The candidate must meet the MERs for the management level.
    - The salary should not cause compression or collision either with the supervising manager or the direct subordinates.
        - Compression is when an employee's salary is within 5% of their manager's salary rate.
        - Collision is when an employee's salary exceeds their manager's salary rate. See Appendix H: Management Salary Collision Guidelines for more information.
    - The salary should not create peer inequity within the agency (peers with similar experience and skills).
    - The salary should adhere to MEPA to not unlawfully pay an employee wages that are less than that of an employee of a different gender who performs comparable work.
- For management promotions (or other hiring transactions for candidates internal to the Executive Department), the following additional criteria applies when setting salaries:
    - Agencies have the flexibility of up to 10% of the candidate's current salary when increasing one management level (e.g., M5-M6). This is capped at 20% when increasing by two management levels or more, as well as for promotions from bargaining unit to management roles.
        - Additionally, for bargaining unit to management promotions, the agency may consider the full value of the candidate's pay (overtime, callback pay, etc.) as a factor in determining the salary.
    - Salary increases exceeding these percentages must be approved by HRD.
- The agency head or designee must approve all salaries.
- All salaries that fall outside of the Hiring Guidelines, benchmark titles (See Appendix D: Benchmark Management Job Titles for more information), and positions reporting directly to an agency head must be approved by HRD prior to final approval in MassCareers. See Appendix J: When is HRD Approval Required for more information.

- The agency's formal offer is extended to the candidate **after** final approval of the MassCareers offer has been received.
- For management salary increases not associated with a promotion, demotion, or transfer, the agency must obtain secretariat approval. Once secretariat approval is obtained, the agency must complete a Salary Request eForm with HRD.
    - Upon approval by HRD, agencies may make salary adjustments for management positions to resolve salary collision, MEPA, peer equity, job changes, and retention issues.

Audit Requirements

- The agency must retain the candidate or employee's resume and all salary justification / documentation.
- The agency must retain the HRD approval of salaries that exceed the criteria listed above.

7.00 Appointment Process

7.01 Non-Management Appointment Process

All non-management positions that are posted for at least 14 calendar days can be filled by agencies once the posting period closes. First consideration should be given to candidates that apply within the first 14 days for bargaining unit positions. Please see section 4.00: Posting, Waivers, and Recruitment for more information.

Required Approvals

Proposed Salary Within Salary Guidelines	**Proposed Salary Exceeding Salary Guidelines***
Agency Fiscal Officer *Only if proposed salary exceeds budgeted salary*	Agency Fiscal Officer *Only if proposed salary exceeds budgeted salary*
Agency Diversity Officer *Only for targeted positions identified in the agency's Diversity and Affirmative Action Plans*	Agency Diversity Officer *Only for targeted positions identified in the agency's Diversity and Affirmative Action Plans*
Agency HR Director or designee	Agency HR Director or designee
	Secretariat HR Director or designee
	HRD Classification & Compensation Analyst

*If the proposed salary exceeds the salary guidelines described in Section 6.01 above for non-management positions, a Salary Approval Request must be submitted to HRD's Classification & Compensation team for approval prior to extending the offer.

Procedures & Requirements

- Once all approvals are in place, the agency appoints the employee in HR/CMS. For assistance, please see the HR/CMS Knowledge Center.
- The performance of new hires must be evaluated prior to the end of the probationary period as governed by the applicable Collective Bargaining Agreement and as outlined in the Introduction to the Employee Performance Review System (EPRS) . This will enable the agency to terminate an unsatisfactory employee before the probationary period ends.
- Contracted student intern appointments do not need to be processed via MassCareers.

Audit Requirements

- The agency must retain a copy of all salary requests, salary justifications, and other related documents.
- The agency must ensure that the EPRS evaluation is completed during the probationary period.

7.02 Management Appointment Process

All management positions should be posted for a minimum of 14 calendar days. Please see section 4.00: Posting, Waivers, and Recruitment for more information.

Required Approvals

Management levels I – IV	**Management levels V – XII**
Agency Fiscal Officer *Only if proposed salary exceeds budgeted salary*	Agency Fiscal Officer *Only if proposed salary exceeds budgeted salary*
Agency Diversity Officer *Only for targeted positions identified in the agency's Diversity and Affirmative Action Plans*	Agency Diversity Officer
Agency HR Director or designee	Agency HR Director or designee
Secretariat HR Director or designee *Only if salary exceeds HRD guidelines*	Secretariat HR Director or designee
HRD Classification & Compensation Analyst	HRD Classification & Compensation Analyst
	Governor's Office

- Tax and background checks (formerly known as employment checks) are required for all management levels V through XII hires, promotions, or demotions.
- Prior to appointing a candidate to a management position, the agency must ensure that a functional title is assigned to the positions in HR/CMS.
- Once all approvals are in place, the agency appoints the employee in HR/CMS. For assistance, please see the HR/CMS Knowledge Center.

Audit Requirements

- The agency must ensure that an accurate functional title has been assigned to the position in HR/CMS.
- The agency must retain a copy of all salary requests, salary justifications, and other related documents.
- The agency must retain a signed copy of the MQ in the employee's personnel file.

7.03 Transfer of Benefit Guidelines

The following guidelines explain whether years of prior experience qualify for receiving credit toward vacation and sick leave accrual rates when transferring from a public agency into a classified executive department position.

If an employee terminates classified service to go to another public agency that is not subject to our rules, the rules of that public agency determine what benefits may be transferred. In such instances, refer the employee to the agency to which they are transferring.

Reminders

- **"Vacation status"** is defined as the credit for time previously worked at a qualifying location (see "transfer from" column in table below) that determines the rate at which an employee earns vacation in a classified position (e.g., 3, 4, and 5 weeks). For example, if the employee had five years of service in a city or town upon entering the classified position, those five years of experience come with them, and they can begin earning vacation at the rate of 15 days per year (3 weeks). If someone came over with 15 years of experience, they can begin earning vacation at the rate of 20 days per year (4 weeks).

  - For managers and other employees who are governed by the Red Book, creditable service for purposes of vacation status includes **all** prior relevant employment experience in all employment sectors (work done by both private and public employers).

- **"Vacation and sick leave credits"** are defined as those unused leave balances earned in the previous job that may, under some circumstances, be brought into the classified job.

  Note: Questions about creditable service for retirement purposes should be referred to the State Retirement Board.

Transfer of Benefit Chart

To answer questions about the transfer of benefits, you need to know what type of public agency the employee is coming from (state authority, local authority, higher education, legislature, municipality), and what type of classified position they are going into (management, collective bargaining, confidential). The table below demonstrates this. You also need to know if there has been a break in service of less than three years between the two jobs. If the break is three years or more, the employee's prior years of experience only qualifies under specific circumstances outlined in the Red Book or relevant Collective Bargaining Agreement.

As defined above, “vacation status” is the credit for prior years of experience when transferring from one of the sectors listed in the “Transfer from:” column below.

Transfer from:	**Transfer to:** **Managers/Confidential Employees**	**Transfer to:** **Collective Bargaining Employees***
Federal Government	No credit	No credit
Other State Governments	No credit	No credit
Massachusetts Cities, Towns, and Counties	Vacation status only	Vacation status only
Mass. State and Local Authorities *Includes MassPort, MBTA, MWRA, MassHousing, and other local housing authorities)*	Vacation status only	Vacation status only
Legislative Branch, Governor and Lt. Governor’s Offices	Vacation status, vacation credits, and sick leave credits	Vacation status and sick leave credits only
Judicial Branch	Vacation status, vacation credits, and sick leave credits	Vacation status only
Constitutional and Independent Offices *Includes Counties that have officially become state agencies, as well as the Secretary of State, State Auditor, Inspector General, Treasurer, State Ethics Commission, Office of Campaign and Political Finance*	Vacation status, vacation credits, and sick leave credits	Vacation status only
District Attorneys’ Offices	Vacation status, vacation credits, and sick leave credits	Vacation status only
Higher Education *Includes Board of Higher Education, UMass, and all state and community colleges*	Vacation status, vacation credits, and sick leave credits	Vacation status only
Other classified positions and certain managerial unclassified positions *For example, Cabinet Secretaries and Undersecretaries*	Vacation status, vacation credits, and sick leave credits**	Vacation status, vacation credits, and sick leave credits**

*Non-Executive Branch employees who are covered by one of our Collective Bargaining Unit Agreements (Ex. NAGE, MOSES, etc.) shall be treated in the same manner as an Executive Branch employee in terms of their transfer of benefits.

** If the break in service is three years or more, see Red Book or Collective Bargaining Agreement for special conditions under which the Personnel Administrator can approve re-crediting of prior time for reemployment/reinstatement.

7.04 Calculating Benefit Service Date for Managers

These guidelines only pertain to **management and confidential employees**, and were created to ensure consistency with the Red Book (January 1, 2021). All agencies should use these rules when calculating a new hire's Benefits Service Date (BSD) and determining their vacation plan. It is imperative that the Benefits Service Date is set back to their cumulative relevant years of experience **and** that the vacation status is accurate.

Requirements & Procedures

Section 2.03 of the *Rules Governing Paid Leave and Other Benefits for Managers and Confidential Employees* (commonly referred to as the Red Book) states:

"Creditable service, for the purpose of vacation status only, shall include **prior** relevant employment experience in **all** employment sectors, including work for all private and public employers. Such experience must be full-time and will be credited on the basis of one year of experience for one year of creditable service."

Total Years of Relevant Service (at the time of hire)	Vacation Accrual Plan
Less than 9.5 years	3 weeks
9.5 - 19.5 years	4 weeks
19.5 years or more	5 weeks

How to Calculate BSD

Count the *total* number of years of prior relevant experience the newly hired employee has on their resume. Remember to always *exclude* volunteer work, *prorate* part-time jobs and only include internships for management levels I-V. Additional details can be found under the "Things to Remember" section below.

> **Example**: An employee is hired on January 1, 2022, with 12 years of relevant experience. Their BSD will be reflected as 12 years, with an effective date of January 1, 2010.
>
> **Reasoning:** In doing so, they are accruing four weeks of vacation from the onset **and** will advance to five weeks (19.5 years) in 7.5 years.

Things to Remember

- The amended Red Book rules are for both the BSD **and** vacation accrual plan.
- Take MEPA considerations into account when adjusting.

- To best determine what type of qualified, relevant work experience the candidate has to count toward setting their BSD, we encourage you to review the MERs for the management classification level you're hiring.
    - **Internships:** Management levels I-V accept internships as qualifiable experience, whereas management levels VI-XII do not.
    - **Volunteer work:** This type of work does **not** qualify as relevant experience when determining BSD.
    - **Education:** While education does count towards the MERs, it does **not** count towards the BSD.
    - **Part-time jobs:** This type of work *can* be included as relevant experience when determining the BSD; however, it must be prorated.
        - For example, if a candidate has worked part-time at job X for two years at twenty hours per week, they'd only receive one year of credit for that job.
    - Exclude employment gaps in the calculation of the BSD. If the employee worked for two years and then was unemployed for six months, do not credit the six-month gap.
- It is best practice to look at all relevant jobs- full-time, part-time (pro-rated), and internships (MI-MV only)- and write the number of months at each job. Then, add all the months together to figure out how many years and months of experience they have. Then calculate the BSD and award the appropriate vacation accrual plan.
- Please see the chart below to see what type of work applies to which management level.

	Volunteer Work	**Internships**	**Part-time (Pro-rated)**	**Full-time**
M1 – M5	No	Yes	Yes	Yes
M6 – M12	No	No	Yes	Yes
Confidential	No	No*	Yes	Yes

*Please check the classification specification MERs.

Audit Requirements

- The agency must retain a copy of the employee's resume in their personnel file.

7.05 Employment Eligibility Verification (Form I-9)

Federal law requires employers to verify the identity and employment authorization of all individuals hired for employment in the United States. Agencies must complete Employment Eligibility Verification (Form I-9) in accordance with the Immigration Reform and Control Act (IRCA) and all applicable federal requirements.

Requirements & Procedures

- The agency must ensure that a Form I-9 is completed for every employee hired, regardless of citizenship or national origin.
- The employee must complete Section 1 of Form I-9 no later than the first day of employment.

- The agency must examine original, unexpired documentation presented by the employee and complete Section 2 of Form I-9 within three business days of the employee's first day of employment.
- The agency must allow employees to choose which acceptable documentation to present from the lists of acceptable documents published by U.S. Citizenship and Immigration Services (USCIS).
- The agency must not request specific documents or more documents than required for Form I-9 completion.
- The agency must apply Form I-9 requirements consistently to all employees and must not discriminate based on citizenship, immigration status, or national origin.
- If an employee's employment authorization requires reverification, the agency must complete the appropriate section of Form I-9 prior to the expiration of the employee's work authorization.

Audit Requirements

- The agency must retain completed Form I-9 records and any associated documentation in accordance with federal record retention requirements.
- The agency must maintain Form I-9 records separately from the employee's personnel file whenever practicable.
- The agency must make Form I-9 records available for inspection upon request by authorized federal or state officials.

Expired Work Authorization

Federal law requires employers to reverify employment authorization for employees whose authorization to work in the United States is time limited. Employees cannot work (paid or unpaid) once their EAD expires. If an employee's EAD expires prior to an approved extension, the agency must:

- Place the employee on a temporary unpaid leave of absence pending the determination of the USCIS.
- The employee may not work; receive any form of pay or access any Commonwealth system/technology during the leave of absence.
- To qualify for an unpaid leave of absence, the employee's application for extension must be timely and pending prior to the expiration of the EAD and there must be a realistic expectation of approval (i.e, extensions under the visa type remain available to the employee).
- The leave of absence may be approved for up to six (6) weeks while the renewal decision is pending.
- Open ended unpaid leave of absences cannot be granted.
- Employees who are unable to secure an extension six (6) weeks after the expiration of their EAD will be terminated but may be rehired once an extension is approved and produced to the employing agency.

8.00 Acting Appointments

Upon approval, agencies can compensate employees as "acting," pending agency selection/appointment of a full-time incumbent. Acting appointments should not exceed six months. The additional pay field in HR/ CMS should not be used to pay acting appointments. Agencies should post vacant positions at the same time of the acting appointment. Posting allows for a more fair, open, and transparent hiring process while reducing the assumption that the acting appointment will receive the position permanently

8.01 Non-Management Acting Appointments

Requirements & Procedures

- The agency must identify an Excess Quota (EQ) or Sick Leave (SL) position for use in the acting appointment.
- The agency must ensure the candidate meets the MERs.
- The agency must document why the selected employee was chosen over other similarly situated candidates. Agencies are encouraged to consider a broad range of potential candidates when making an acting appointment.
    - Similarly situated employees may include others at the same classification or organizational level as the selected candidate.
- The promotional increment must be followed as outlined in the appropriate Collective Bargaining Agreement.
- All salaries that fall outside of the Hiring Guidelines must be approved by HRD via Salary Approval Request eForm prior to final approval in MassCareers.
- Acting appointments are not to exceed a six-month period.
- The agency can approve acting appointments for non-management positions via the waiver requisition process in MassCareers.
- HRD will audit the use of EQ and SL positions to ensure compliance with the Acting Appointment policies.

Audit Requirements

- The agency must retain any acting pay approval documentation.

8.02 Management Acting Appointments

Requirements & Procedures

- The agency must identify an Excess Quota (EQ) position for use in the acting appointment.
- The agency must ensure the candidate meets the MERs.
- Acting appointments should not exceed six months.
- The agency must document why the selected employee was chosen over other similarly situated candidates. Agencies are encouraged to consider a broad range of potential candidates when making an acting appointment.

    - Similarly situated employees may include others at the same classification or organizational level as the selected candidate.
- Acting appointments for all management levels are approved via the waiver requisition process in MassCareers. Justification for why the agency is requesting an acting appointment must be included in the requisition in MassCareers.
    - Offer Approval Path for management levels I through VIII include:
        - Agency Human Resources Director or designee
        - Agency Diversity Officer
        - Secretariat Human Resources or designee
    - Offer Approval path for management levels IX through XII include:
        - Agency Human Resources Director or designee
        - Agency Diversity Officer
        - Secretariat Human Resources or designee
        - HRD Account Analyst
        - Governor's Office
- For acting appointments in management levels V through XII, once approved by the required parties listed above, the HRD Classification & Compensation analyst will lift flags and notify the agency.
- No tax and background check is necessary if the duration of the acting appointment is six months or less.
- Acting appointments are only allowed when performing the duties of a vacant position of a higher management level.
- Acting appointments should only be used to support a critical business need and should not be used as a succession planning tool.
- Acting pay should be up to 10% of the employee's current salary.
    - All salaries that fall outside of the Hiring Guidelines must be approved by HRD prior to final approval in MassCareers.
- HRD will audit the use of EQ positions to ensure compliance with the Acting Appointment policies.
- Non-managers acting in management positions may elect to continue to have their union dues deducted and remain in a union sponsored Health and Welfare dental/vision insurance plan without a break or change in coverage. Agencies must notify the union that the employee has elected to continue coverage to ensure that dental/vision coverage is not discontinued. Union dues deductions must be terminated if the acting manager elects GIC dental/vision coverage.

Audit Requirements

- The agency must retain any acting pay approval documentation.

9.00 Post Hire Audit Guidelines

The delegation of the hiring process provides agencies and secretariats with more decision-making authority and freedom to act. With this delegation, agencies and secretariats are expected to make appropriate decisions during the hiring process. HRD is always available to provide consultation, guidance, and training on the hiring process guidelines. In addition, HRD will conduct regular quarterly audits of all hiring process steps to ensure fair and consistent hiring practices throughout the Commonwealth.

Requirements & Procedures

- The agency must maintain electronic or hard copies of all required documents for each step within the hiring process. The documents required for audit purposes may be found under the Audit Requirements sections of the individual hiring process guidelines.
- HRD conducts audits quarterly of all hiring process steps. Audit results that prove to be inconsistent with the hiring process guidelines will initiate a request from HRD for complete documentation from the agency regarding specific hires. These requests will be made via on-site visits, phone calls, and emails.
- HRD will conduct regular audits of additional pay usage.
- Concerned parties will be notified when HRD determines that the agency did not follow the hiring process guidelines. HRD will work with the agency to rectify the situation and provide training, if necessary, to prevent future problems.
- At any time, the agency or secretariat may request HRD’s assistance in correcting any hiring process steps that do not follow the hiring process guidelines.
- The Chief Human Resources Officer reserves the right to take corrective action on any hiring process step that does not comply with the hiring process guidelines. Additionally, the Chief Human Resources Officer may revoke delegation at any time.

Appendix A: Position Description Guidelines and Forms for Non-Management Positions

Guidelines for Completing a Position Description for Non-Management Positions

A Position Description (also known as a Form-30) is a written description of the duties, responsibilities, and qualifications required of an individual position. This differs from the state's Job Classification Specifications, which are written in a more general form and are intended to describe all positions in a given title. Positions are classified or assigned to a particular title by comparing the concepts of the position description to various Class Specifications to determine the best "fit." Position descriptions are tools for supervisors to use on a regular basis to communicate with employees the most important job duties and other requirements of their individual jobs. This information is also used by supervisors to develop performance criteria for use with EPRS and to identify training that would be beneficial to the employee.

Who Completes the Position Description

An employee's immediate supervisor is the best person to write the position description. The supervisor can use input or assistance from the Human Resources staff, his or her own supervisor or manager, and the employee when completing the position description. Employees are asked to review and sign their position descriptions to show that they are aware of the contents. Position descriptions are then filed in the agency's personnel files. Whenever the duties of the individual position change significantly, then the position description should be revised to reflect the changes. Position descriptions should be reviewed at the beginning of each EPRS annual cycle to ensure they are up to date. The Human Resources Division does not keep central files of position descriptions; however, HRD staff may request copies of them when it is necessary to review the classification of individual positions.

Information Contained in a Position Description

1. Job Code: Each official position title has a corresponding six-character job code.
2. Official Title: The official classification titles (e.g., Personnel Officer II) to which the individual position is assigned. Each official title is assigned to a particular salary plan, job grade within that plan, and salary range.
3. Functional Title: The functional title of a job is the working title that may be used within an agency to more specifically describe the job (e.g., Payroll Coordinator).
4. Agency: This is the name of the state agency to which the position is assigned. This is the department name used in official records such as MMARS and HR/CMS. Additional information such as the name of a facility or region may be added after, but not in place of, the agency name.
5. Appropriation: The appropriation number is the account in which the position is paid.

6. Position Number: The position number is the identifying number assigned to a position in HR/CMS.

7. Date Prepared: The date the position description is finalized.

8. General Statement of Duties and Responsibilities: This is a concise summary of the overall purpose of the position, and a brief description of the duties assigned to the incumbent. It should be a summary of the duties **actually** assigned and **not** a copy of the class specification.

9. Supervision Received: Indicate the name, official title, and functional title of the employee's immediate supervisor. Briefly describe the type of supervision provided to the employee by the supervisor (e.g., direct, general, technical, etc.). Briefly describe the way in which supervision is provided (e.g., through written and oral instructions, review of completed work assignments, meetings and review of reports, etc.)

10. Direct Reporting Staff: Indicate the staff reporting directly to the incumbent, if any, by listing their official titles and functional titles. Direct reporting staff are those over whose work the incumbent has full supervisory responsibility, including the assignment of work, the training of the staff, and the evaluation of job performance. The reporting staff shown should be consistent with the agency's official organization chart. If the incumbent does not have full supervisory responsibility but exercises functional, shift, or working supervision over others, include this in the *Detailed Statement of Duties and Responsibilities* section below.

    Their Staff: Indicate the staff reporting to the incumbent's direct reporting staff who were listed in *Direct Reporting Staff.* Again, include only those for whom the incumbent's direct reporting staff have full supervisory responsibility.

11. Detailed Statement of Duties and Responsibilities: This section should describe the employee's individual work assignment and should not be a copy of the class specification. List the duties assigned to the incumbent, beginning with those that are **most critical** and/or those that are performed the **most frequently**. Include major decisions/recommendations the employee must make. Group incidental duties together at the end.

12. Qualifications Required at Hire: The minimum level of knowledge, skills and abilities required of a newly hired employee to perform the job (e.g., knowledge of social work principles, ability to write clearly).

13. Minimum Entrance Requirements: The minimum level and type of experience, or educational substitution, required of an individual to apply for the position.

14. License and/or Certification Requirements: Any licensure, registration or certification requirement needed to perform the duties of the job.

Issues about the Content of Position Descriptions

The supervisor has the responsibility for assigning work to and evaluating the performance of the employee. Therefore, the supervisor has primary responsibility for the content of the Position Description. The Position Description is meant to reflect the duties assigned to the individual incumbent as accurately as possible and not to merely copy the class specification for the position's title. However, it may be practical for a supervisor to develop one position description to cover several positions with identical job content and requirements, as long as the incumbents of all covered positions are expected to perform all the duties listed. If an incumbent disagrees with the content of their position description and the supervisor or reviewer cannot resolve the disagreement, then the incumbent may attach a statement explaining the area of disagreement.

Issues about Classification

If a Position Description differs significantly from the class specification in terms of the type of duties performed or the level of responsibility required, the position may be misclassified. The supervisor may request a classification review of the job through the agency's Human Resources Office. Agencies are encouraged to initiate action to correctly classify jobs.

Position Description Form for Non-Management Positions

Position description form

Appendix B: How to Prepare an Organizational Chart

An organizational chart is the graphic presentation of the formal interrelationships of the positions in various units of an organization. It is an important tool in classification plan maintenance because:

- It yields information concerning the level of responsibility, the chain of command, the interrelationships of all positions in an agency, and their place within the organizational structure.
- It provides a context for making position classification decisions.
- It is a guide in preparing position descriptions and classification specifications.

An organizational chart is also an important management tool used by those officials responsible for directing the agency toward fulfilling its goals and objectives.

Required Contents

The organizational chart of an agency must include:

- Names of all organizational units in the agency.
- Employee name (or indicate the position is vacant), official job titles, and position number for all agency positions. Functional titles must be indicated for all management positions.
- Reporting relationships of all agency positions – management and non-management.
- Date the chart was prepared and date(s) of subsequent revisions.

Design of the Chart

A line-and-box design shows the required information. A single box represents a management position, a supervisory position, or a different unit of workers.

Line Functions and Staff Functions: The chart must include all organizational units of the agency, both line and staff functions. Persons in **line** functions do the work for which the agency was created. For example, social workers and their supervisors in an area office providing direct services to clients would be considered as performing a "**line**" function in a human services agency. “**Staff”** functions are performed to render support *to* the line functions. Staff functions would include accounting, human resources, and research activities in that same human services agency.

Management and Supervisory Positions: A single box should be used for each management and supervisory position. The specific function of the organizational unit supervised should be clearly shown in the box.

Three Types of Supervision

1. **Direct Supervision** is first-level supervision over the daily work activities of others with no subordinate-level supervisor between the person who is exercising the supervision and the employees being supervised. Direct supervision implies authority to assign work to, and accountability for the work performed by, those supervised. Direct supervisors usually have

the authority to at least recommend, if not authorize, such personnel actions as hiring, promotion, performance review, disciplinary action, and termination. A situation such as having a support staff available to provide administrative support does **not** necessarily represent a direct supervisory relationship between that individual and the support staff. The same is true for an individual authorized to approve or assign work involving only a portion of other employees' total job assignments, which is described by the term "functional supervision", defined below. Solid vertical lines connecting boxes show the flow of authority from supervisor to subordinate personnel. For example, a vertical line leading out of the "Commissioner" box represents the Commissioner's direct supervision over the Deputy Commissioner. The Office Support Specialist II reports directly to the Commissioner in a support role and is connected with a horizontal line (indicating support).

2. **Indirect Supervision** is second-level, third-level, etc., supervision over the daily work activities of other with subordinate-level supervisors between the person who is exercising the supervision and the employees supervised. The individual who exercises indirect supervision is ultimately accountable for the work of all employees indirectly supervised, no matter how many intervening levels of supervisors there are. This term should not be confused with "functional supervision." The extent of indirect supervisory authority can also be represented by this type of organization chart.
3. **Functional Supervision** is supervisory responsibility for only a portion of other employees' total job assignments, while another supervisor exercises direct supervision over their basic daily work activities. Functional supervision may be on-going in terms of a specific technical area, or may be for a short-term project, as when employees from one unit are working "on-loan" in another unit because of unusual workload demands. Functional supervision may be shown by a broken line to the position functionally supervised.

Appendix C: Information Technology (IT) Management Guidelines

- The IT management series is used to compensate managers who bring specific IT skills to bear in the performance of their jobs. Incumbents in these IT management jobs must possess the knowledge of the IT functionality that they will be managing in the performance of their job.
- Non-IT management jobs, such as budget, contract, human resources, or legal that interact with these IT management positions, even those with significant interaction, would not be eligible to be appointed to an IT management position.
- There is no mandate to pay at the high end of the range; this is for flexibility in recruiting only.
- Incumbents in the IT management series may earn more than the manager that they report to who may be classified as a non-IT manager and does not possess the specific IT skills of the IT manager. As such, this would not be considered a situation that would cause a management salary collision.

All determinations of the appropriate use of the IT Management Series will be made in collaboration with both EOTSS and HRD on a case-by-case basis. This would apply to all current IT managers who are in existing management titles (i.e., Administrator, Program Manager, etc.) and are possible candidates to be converted to the new series as well as any new positions that are proposed for the new IT management series going forward. Additionally, all salaries to be paid to IT managers need the approval of EOTSS and HRD.

The new IT Management series can be used for information technology functions such as:

- **Information Officer** - Establishment and execution of enterprise-wide IT strategy and ensures its alignment with the business strategy.
- **Technology Officer** - Establish current and long-range direction of technology.
- **Information Security Officer** - Development and enforcement of security policy and strategy.
- **IT Operations Officer** - Managing the overall day-to-day operations to improve infrastructure performance and end-user satisfaction.
- **Applications Officer** - Plan, implement, manage, oversee and facilitate the governance and operation of all IT application systems and services.
- **Director, Project Management Office** - Top IT Program/project management executive responsible for building and leading the PMO office. Defines and develops PM best practices, processes to ensure alignment with corporate strategy and goals.

Other proposed functions for the use of the IT Management series need to be approved by EOTSS and HRD.

To request use of this series, agencies must obtain approval from their secretariat HR Director. Once signed off by the secretariat, the agency should submit to HRD a Management Questionnaire

(MQ), organizational chart, and justification to their HRD classification and compensation analyst. HRD will work with EOTSS for approval. If approved, the agency can proceed with creating the position and the hiring process.

IT Management Job Codes

Title	Job Code	Salary Plan
IT Manager IX	E09MIT	M9AT
IT Manager X	E10MIT	MAAT
IT Manager XI	E11MIT	MBAT
IT Manager XII	E12MIT	MCAT

Appendix D: Benchmark Management Job Titles

Definition

A benchmark title is a job that has a standard and consistent set of job responsibilities from one agency or secretariat to another.

Secretariats may wish to establish an internal list of benchmark titles specific to their secretariat to ensure consistency in classification across their agencies.

Executive Department Benchmark Job Titles

For classification and compensation purposes, HRD considers any deputy roles to these benchmark titles as being benchmarked as well.

Executive / Administrative

- Commissioner
- Executive Director
- Chief Administrative Officer
- Director of Administration
- Director of Operations
- Chief Operating Officer
- Chief of Staff
- Board Member
- Executive Assistant

Human Resources

- Director of Human Resources
- Secretariat Human Resources Officer (SHRO)

- Human Resources Business Partner
- Director of Payroll
- Director of Labor Relations
- Diversity Director
- Director of Diversity Equality and Inclusion (DEI)
- Director of Training / Development
- Director of Recruiting

Fiscal

- Chief Fiscal Officer
- Chief Financial Officer
- Budget Director
- Director of Procurement
- Director of Accounting
- Contract Manager

External Relations

- Director of Communications
- Legislative Director
- Press Secretary
- Director of Community Relations
- Director of Public Information
- Director of Governmental Affairs
- Director of External Affairs

Legal

- General Counsel
- Chief Legal Counsel
- Assistant General Counsel

Information Technology

- Secretariat Chief Information Officer
- Chief Information Officer
- Assistant Chief Information Officer
- Chief Technology Officer
- Chief Information Security Officer
- Chief Data Officer
- Chief Digital Officer
- Director of Information Technology
- Director of Data Information

- Director of Cybersecurity
- Director of Enterprise Applications

Investigation / Internal Audit

- Director of Investigations
- Investigator
- Chief Compliance Officer
- Director of Audits
- Director of Internal Affairs

Policy, Planning & Research

- Director of Policy
- Director of Planning
- Director of Research / Development

Appendix E: Waiver Request Criteria for Approval

Non-Management Waiver Request Criteria for Approval

Agencies should ensure the following criteria are met prior to approving a non-management waiver request:

- Position is properly classified.
- Agency has satisfied civil service requirements before offering position to the candidate.
- After ensuring that civil service requirements have been satisfied, agency needs to ensure that agency or statewide recall roster list is used (if applicable) before offering position to candidate.
- Agency obtains necessary approvals for salaries outside of guidelines.

Agencies should use the criteria listed below as a guide for approving or denying non-management waiver requests:

- **Vacancies (new hires, promotions, transfers) being filled without posting on the MassCareers system**
    - <u>Criteria for approval:</u>
        - Candidate must meet the minimum entrance requirements of the position.
        - Candidate must be hired in accordance with all collective bargaining and civil service requirements, when applicable.
        - Request must have sound justification for waiver, e.g., change of duties due to agency reorganization, candidate was previously considered for another posted vacancy within the agency, candidate is being appointed in an "acting" capacity, or candidate is going from "acting" to permanent appointment.
- **Seasonal Hires**

    - Seasonal employment runs from May - September or November – March.
    - Criteria for approval:
        - Seasonal employees cannot be working during the months of April or October unless specific language is contained in the agency's budget.
        - If language has not been added to the budget and an agency wants to hire a seasonal employee during the months of April or October, then an emergency appointment would need to be requested through HRD's Chief Human Resources Officer.
        - Candidate must meet the minimum entrance requirements of the position.
- **Intermittent Employees**
    - Intermittent employees are employees who work less than half time with no benefits.
    - Criteria for approval:
        - Candidate must meet the minimum entrance requirements of the position.
- **Rehires**
    - An employee returning to employment within the same agency.
    - Criteria for approval:
        - Candidate must be hired into the same, equivalent, or lower title from when they left the agency.
        - Candidate must meet the minimum entrance requirements of the position.
- **Hiring additional candidates to posted vacancies**
    - Agency posts a vacancy on MassCareers and requests to make additional hire(s) from the same applicant pool.
    - Criteria for approval:
        - Candidate must be from the original applicant pool.
        - Candidate must meet minimum entrance requirements of the position.
        - Agency must document why additional positions were not posted.
        - Location of the additional position(s) must be the same as the location of the position posted.
- **Converting contract employee to full-time position**
    - Employee has been working in contracted capacity for the agency and the agency would like to hire the contract employee into a full-time regular position.
    - Criteria for approval:
        - The agency must ensure that the hire complies with the applicable Collective Bargaining Agreement.
        - Candidate must meet minimum entrance requirements of the position.
- **Position posted on MassCareers, but the hired candidate left the position, and the agency wants to hire another candidate from the applicant pool**
    - Criteria for approval:
        - Candidate must be from the original applicant pool.
        - Candidate must meet minimum entrance requirements of the position.

Management Waiver Request Criteria for Approval

Secretariats should ensure the following criteria are met prior to approving management waiver requests:

- Position is properly classified.
- Agency obtains necessary approvals for salaries outside of guidelines.
- Candidate must meet the minimum entrance requirements of the position.
- Request must have a sound justification for waiving the posting requirement.

Secretariats should use the criteria listed below as a guide for approving or denying management waiver requests if/when the following scenarios arise:

- There are documented recruitment challenges.
    - Previous recruitment attempts did not result in identifying a qualified candidate pool, and/or recruitment difficulties in attracting candidates with the required skills, knowledge, and abilities unique to the position.
        - Agency must document prior recruitment attempts and outcomes.
- There are unanticipated business requirements that warrant filling the position on an immediate basis. As such, the time needed to conduct a search would have a negative impact on meeting critical agency needs or would endanger health and safety.
    - Agency must document negative impact(s) of not filling the position immediately.
- There is a need to hire additional candidates to posted vacancies.
    - Agency posts a vacancy on MassCareers and requests to make additional hire(s) from the same applicant pool.
        - Candidate must be from the original applicant pool.
        - Agency must document why additional positions were not posted.
        - Location of the additional position(s) must be the same as the location of the position posted.
- Converting contract employee to full-time position
    - Employee has been working in contracted capacity for the agency and the agency would like to hire the contract employee into a full-time regular position.
- Position posted on MassCareers, but the hired candidate left the position, and the agency wants to hire another candidate from the applicant pool
        - Candidate must be from the original applicant pool.

Appendix F: Developing Valid Qualification Requirements and Screening Procedures

Goal

The goal of the selection process is to find the person who is best able to perform the essential functions of the position while achieving a workforce that reflects the diversity of the Commonwealth's population. The Commonwealth promotes the diversity of its workforce through required agency Affirmative Action Plans and Diversity Plans.

Legal Requirements

In addition to meeting the goals of the agency's Affirmative Action and Diversity Plans, qualification requirements and other screening procedures must adhere to anti-discrimination law. Minimum Entrance Requirements are required competencies on class specifications, preferred qualifications in job postings, and all policies, forms, procedures, practices, and criteria used in selecting candidates. They must be job-related and may not eliminate anyone from the applicant pool for reasons not directly related to ability to perform the job. The burden of proof is on the employer to prove that any device used for selection *actually* measures ability to perform on the job. Adverse impact occurs when the hiring rate for women and minorities is less than 80% of that of the highest employment-achieving group. Overly inflated requirements create an artificial barrier for otherwise qualified candidates. Similarly, requiring experience that could only be gained by a current agency employee creates a barrier to talented external candidates.

Federal Laws

- **Civil Rights Act** (1866, 1871, 1964 Amended 1972, 1967 Amended 1978 and 1986, 1991): It is unconstitutional to discriminate against a person because of that person's race, religion, sex, national origin, age, or disability. The Civil Rights Act of 1991 enables an employee to recover significant monetary damages if an employer discriminates in a malicious way because of physical or mental handicap, age, race, religion, sex, or national origin.
- **Rehabilitation Act of 1973**: Prohibits discrimination because of physical or mental impairment that limits one or more major life activities. An employer with a federal contract exceeding $50,000 is mandated to develop and post an Affirmative Action Plan.
- **Americans with Disabilities Act (ADA) of 1990**: Prohibits discrimination against "qualified persons with disabilities" during all employment practices including job application, hiring, firing, advancement, and compensation. Employers must provide reasonable accommodation to qualified people with disabilities in performing the essential functions of the job. Under ADA, job functions may be considered essential for several reasons, including, but not limited to, the following:
    1. The reason the job exists is to perform that function.
    2. There is a limited number of available employees among whom the performance of that function can be distributed.

3. The function is so highly specialized that the incumbent is hired based on expertise or ability to perform the function.

- **Immigration Reform and Control Act of 1986**: It is illegal to hire people who are not legally authorized to work. Employers MUST obtain proper documentation of all employees as employers are subject to a fine up to $10,000 for every employee that is not legally authorized to work.

Massachusetts Law: Chapter 151B

Unlawful Discrimination because of Race, Color, Religious Creed, National Origin, Ancestry, or Sex

EEOC Guidelines

- Employment Tests and Selection Procedures
- Uniform Guidelines on Employee Selection Procedures: It is important NOT to discriminate against any group and the Burden of Proof is on the employer to prove that non-discrimination is the case. Non-discriminatory policies, practices, procedures and techniques must be used during employee selection.
- Uniform Guidelines on Employee Selection Procedures - Adverse Impact: Women and minorities must be hired at a rate equivalent to 80% of that of the highest employment achieving group. Accurate records must be kept as it is the employer's responsibility to prove that all employment decisions were fair and in compliance with all applicable statutes and laws.

Terminology

Competency: An observable behavior that contributes to successful performance. Competencies include applied knowledge, skill, and abilities.

Minimum Entrance Requirements: The minimum type and amount of experience, education, or training through which a candidate could acquire the knowledge, skills, abilities, and other competencies needed for acceptable performance at hire.

Basic Merit Principles:

- Recruiting, selecting, and advancing of employees based on their relative ability, knowledge, and skills, including open consideration of qualified applicants for initial appointment.
- Providing equitable and adequate compensation for all employees.
- Providing training and development for employees, as needed, to assure the advancement and high-quality performance of such employees.
- Retaining employees based on adequacy of their performance, correcting inadequate performance, and separating employees whose inadequate performance cannot be corrected.
- Ensuring fair treatment of all applicants and employees in all aspects of personnel administration without regard to political affiliation, race, color, age, national origin, sex,

marital status, handicap, or religion, and with proper regard for privacy, basic rights outlined in M.G.L. C. 31, and constitutional rights as citizens.

- Ensuring that all employees are protected against coercion for political purposes and are protected from arbitrary and capricious action.

Appendix G: Calculating Comparable Experience for Salary Determination

Minimum Entrance Requirements (MERs)

The Minimum Entrance Requirements on classification specifications describe the minimum type, amount, and level of experience, education, training, licensure, and other eligibility requirements needed at hire for each job title. The specification describes substitutions for required experience, if any. Older specifications describe licensure requirements in the "Special Requirements" section rather than the "Minimum Entrance Requirements" section. Both sets of requirements must be met. The candidate who *just* meets all these requirements is eligible for placement at step 1 of the salary range (for non-managers) or the first salary level (for managers). Note that if a license is required, the MERs do not include the education or experience prerequisites for the license, since that eligibility determination is made by the licensing body.

Comparable Years of Service for Salary Determinations

Recruitment rates above step 1 of the salary range (for non-managers) or for placement within a particular salary level (for managers) is based on years of experience comparable to experience in the classification title. Therefore, work experience must be in addition to what was needed to be eligible for step 1 (for non-managers) or the particular salary level placement (for managers). For example, many professional titles credit both paraprofessional and professional work experience toward their Minimum Entrance Requirements. Similarly, internships do not typically constitute comparable experience for recruitment rates. Each year of comparable service corresponds to one additional step beyond step 1 or, for management positions, as described in the Salary Administration Rules (Gray Book). In order to determine whether or not recruitment above step 1 for non-management positions is possible, please be sure to consult the applicable Collective Bargaining Unit Agreement.

Recruitment into Management Positions

For management positions, each level corresponds to a specific range of comparable years of experience. While many factors impact management salary rates, below are the general parameters regarding years of experience needed for each management level. Please note, salary placement for managers based on comparable years of experience is recommended not required.

Level 1	Level 2	Level 3
Meets – 4 years over the MERs	5 – 9 years over the MERs	10+ years over the MERs

HRD Consultation

Please consult with your HRD Classification & Compensation Analyst for assistance in determining candidates' comparable experience or to discuss problems in recruiting and retaining qualified employees.

Appendix H: Management Salary Collision Guidelines

Salary collisions are situations in which a manager's salary is lower than that of a subordinate and meet certain eligibility criteria established by HRD (see criteria listed below.) These salary collision procedures only apply between managers and their management or non-management subordinates, and not between non-management supervisory positions and non-management subordinates.

While it is considered best practice to address salary collisions, there is no formal requirement for agencies to correct them. Agencies are not obligated to adjust salaries to prevent or resolve collisions, though doing so can support internal equity, morale, and retention.

Legal Reference

[Rules for Salary Administration for Managers and Confidential Employees (Gray Book)]

Salary Collision Eligibility Criteria

Agencies should apply the following criteria when identifying and resolving salary collision.

- The manager's position must require a level of expertise in the same field as the subordinate.
- The manager must be able to effectively supervise the subordinate's work, including technical aspects of the work.
- The management position must be one for which recruitment into the position would be difficult without the salary collision adjustment.
- All jobs involved must be properly classified.
- The manager should have satisfactory performance reviews.
- The agency should review the length of service and other relevant experience of both the manager in collision and the employee causing the collision.

In addition to the criteria above, the agency should take into consideration issues such as succession planning and retaining employees with mission critical knowledge, skills, and abilities that would be hard to recruit and replace.

Resolving Management Salary Collision

Consistent with past practice of resolving management salary collisions, HRD recommends a corrective salary of 5% above the highest paid subordinate.

All salary adjustments due to collision must be approved by the Secretariat HR Officer or their designee and HRD.

Supporting Documentation

Agencies adjusting a manager's salary due to collision must retain the following supporting documentation:

- Current MQ for the position experiencing salary collision.
- Current Position Description (Form 30) or MQ for the position causing salary collision.
- Current organizational chart displaying the positions causing and in salary collision.

Appendix I: Information Technology (IT) Non-Management Classification

Job Family Descriptions

Application Development & Support

Incumbents in this functional area are responsible for the design, documentation, development, modification, testing, installation, implementation, and support of new or existing applications software. Incumbents write, debug, and maintain code, analyze and refine systems requirements, translate systems requirements into applications prototypes, plan and design systems architecture, determine and design applications architecture; determine output media/formats, design user interfaces, work with customers to test applications, assure software and systems quality and functionality, integrate hardware and software components, write and maintain program documentation, evaluate new applications software technologies, ensure the rigorous application of information security/ information assurance policies, principles, and practices to the delivery of application software services.

Architecture & Engineering

Incumbents in this functional area are responsible to plan install, configure, test, implement, and manage the systems environment to support the agency and its business needs.

Customer Service & End User Support

Incumbents in this functional area are responsible to ensure effective operation and technical functions are provided to agency personnel based on operational needs of the agency. Incumbents provide IT related assistance, information, and technical support; track and respond to IT related issues and monitor operations of IT performance through metrics and reporting; assist and advise customers on emerging projects and/or operational needs; and respond to emergency support requests.

Digital

Incumbents in this functional area evaluate and implement improvements on digital strategy and research the latest digital tools and interactive trends.

IT Data Analytics

Incumbents in this functional area are responsible to create, input, generate, maintain, integrate, map, analyze, and perform quality control of spatial data and arrange results in a format that effectively supports the organization's activities. Perform technical work in address geo-coding, computer-aided mapping, database compilation and maintenance. Generate custom and standard maps, build spatial data layers, and perform spatial analyses. Utilize GIS tools and utilities to convert data to GIS formats and perform data quality checking and correction. Develop and design GIS web and desktop applications. Manage integrated GIS systems and/or programs to include designing, building, implementing, and maintaining complex technical review and development of GIS database architectures, data layers, databases, and web application projects; GIS desktop, internet applications; creation of technical design documents, user test scripts, and development of end user documentation.

IT Project Management

Incumbents in this functional area are responsible to plan, organize, and assign responsibility for the completion of an agency's specific information technology goals.

IT Security

Incumbents in this functional area are responsible for monitoring and ensuring that the Commonwealth's digital assets are protected. This includes ensuring the confidentiality, integrity, and availability of systems, networks, and data through the planning, analysis, development, implementation, maintenance, and enhancement of information systems security programs, policies, procedures, and tools.

IT Service Management & Operations

Incumbents in this functional area are responsible for applying analytical processes to the planning, design, and implementation of new and improved information systems to meet the business requirements.

Network Services

Incumbents in this functional area maintain network hardware and software across multiple platforms and architectures.

Job Functions

Application Development & Support

Level	Job Functions
Level I	Application Support I Application Developer I Business / Systems Analyst I Quality Assurance Analayst I Data Warehouse Analyst I
Level 2	Application Support II Application Developer II Business / Systems Analyst II Quality Assurance Analayst II Data Warehouse Analyst II
Level 3	Application Support / Developer III Business / Systems Analyst III Quality Assurance Analayst III

	Data Warehouse Analyst III Application Development & Support Supervisor
Level 4	Applications Architect

Architecture & Engineering

Level	Job Functions
Level I	Systems Administrator I Database Administrator I
Level 2	Systems Administrator II Database Administrator II
Level 3	Systems Engineer III Architecture & Engineering Supervisor
Level 4	Infrastructure / Cloud Architect

Customer Service & End User Support

Level	Job Functions
Level I	Accounts Management Analyst I Service Desk Analyst I
Level 2	Deskside Support Specialist Advanced Technical Support Specialist Service Desk Analyst II Accounts Management Analyst II
Level 3	Messaging Engineer Platform Engineer Deskside Support Specialist – VIP Sr. Advanced Technical Support Customer Service & End User Support Supervisor
Level 4	[redacted]

Digital

Level	Job Functions
Level I	Digital Strategist I
Level 2	Digital Strategist II
Level 3	Digital Strategist III Digital Supervisor
Level 4	Digital Technical Architect

IT Data Analytics

Level	Job Functions
Level I	IT Data Analyst I GIS Analyst I

Level 2	IT Data Analyst II GIS Analyst II
Level 3	IT Data Analyst III GIS Analyst III IT Data Analytics Supervisor
Level 4	Digital Technical Architect

IT Project Management

Level	Job Functions
Level I	IT Project Coordinator
Level 2	IT Project Manager II
Level 3	IT Project Manager III IT Project Manager Supervisor
Level 4	IT Program Manager

IT Security

Level	Job Functions
Level I	Security Analyst I Security Auditor I
Level 2	Security Analyst II Security Auditor II
Level 3	Security Engineer III Security Auditor III IT Security Supervisor
Level 4	Security Architect

IT Service Management & Operations

Level	Job Functions
Level I	IT Operations Analyst I IT Service Management I
Level 2	IT Operations Analyst II IT Service Management II
Level 3	Asset Manager III IT Site Management III IT Service Management III IT Service Management & Operations Supervisor
Level 4	[redacted]

Network Services

Level	Job Functions
Level I	Network Technician I

	Voice / Telecom Support I
Level 2	Network Specialist II Voice / Telecom Specialist II
Level 3	Network Engineer III Voice / Telecom Engineer III Network Services Supervisor
Level 4	Network Architect

Job Level Descriptions

Level 1

For multi-level positions within a job family, this is considered the entry-level to the family series. Working under general or close supervision, incumbents perform routine and recurring tasks that are typically limited in scope and duration, involves one function or process within a unit or department and works within well defined procedures.

Level 2

For multi-level positions within the same job family, this is considered the mid-level position in the series. Incumbents may supervise staff at a lower grade, perform as individual contributors, or work as subject matter experts (SME). Working under general supervision, incumbents typically perform a variety of recurring, well-defined tasks requiring innovative problem-solving within Commonwealth guidelines. Incumbents' duties are of a larger scope that may encompass one or more functions or processes across the organization. Incumbents use greater individual judgement to complete duties while still working within the framework of business policies and procedures.

Level 3*

For multi-level positions within the same job family, this is considered the next level position in the series. Incumbents may supervise staff at a lower grade, perform as individual contributors, or work as subject matter experts (SME). Incumbents utilize greater judgement in order to complete tasks. The scope of the work is broader and technical issues being resolved are of greater complexity. Incumbents working on IT projects are working in complex environments with multiple stakeholders and impact of project significantly impacts the mission of the agency. Working under direction, incumbents may perform a wide variety of tasks requiring regular innovative problem-solving within broadly stated guidelines. The scope typically involves planning, developing, and implementing technological solutions that are essential to the operations of the agency or Secretariat. May serve as a lead role over small technical units of lower-grade staff.

*Incumbents who supervise employees and meet **ALL** the following criteria qualify for a Level 3A pay status.

- Assigned to a Level 3
- Has one or more full time direct reports (including same level or below)
- Assigns work
- Conducts performance evaluations
- May make hiring recommendations

- Bring performance and disciplinary matters to attention of management
- Approve schedule, time entry, and time off requests

Level 4

This is the technical expert level in the series. Under leadership direction, incumbents demonstrate strategic technical leadership, influence, and expertise that drive the organization's use of technology toward constant improvements. Incumbents represent the highest level of expertise available. Incumbents work using significant judgement and have decision-making authority to work and direct the most critical/complex projects where the consequence of error may have a serious detrimental effect on the operating efficiency of the organization; may serve as a lead role over small technical units of lower-grade staff. Incumbents at this level can supervise employees in IT Level I, II and III positions.

Appendix J: When is HRD Approval Required

Classification

Classification Level	Do I need HRD Approval?
Non-Management	No, unless the position is a benchmark title or reporting directly to an agency head.
M1 – M12	Yes.

Hiring Process

Classification Level	Do I need HRD Approval?	How do I Obtain Approval?
Non-Management	No, unless the salary exceeds the guidelines.	Salary Approval Request eForm must be completed prior to final approval in MassCareers.
M1 – M12	Yes.	MassCareers Offer Approval Path

Acting Appointments

Classification Level	Do I need HRD Approval?	How do I Obtain Approval?
Non-Management	No, unless the salary exceeds the guidelines.	Salary Approval Request eForm must be completed prior to final approval in MassCareers.
M1 – M8	No, unless the salary exceeds the guidelines.	Salary Approval Request eForm must be completed prior to final approval in MassCareers.
M9 – M12	Yes.	MassCareers Offer Approval Path

Salary Adjustment*

Transaction	Do I need HRD Approval?
Salary adjustment	Yes. Salary Approval Request eForm must be completed.

*Management positions only

Information Technology Non-Management Positions

Technical Salary Chart

Transaction	Do I need HRD Approval?
New Hire*	No, unless the salary exceeds the guidelines in Section 6.02.
Promotion*	No, unless the salary exceeds two steps or is more than 6% higher than the employee's current salary.
Discretionary Range	Yes
Salary Adjustment*	No, unless the salary exceeds two steps or is more than 6% higher than the employee's current salary if the employee is between step 11 – 12 or in the discretionary range.

*Salaries must align with a step on the salary chart, unless the salary is in the discretionary range