



## **Levels of Work**

Levels of work are designated on job specifications to indicate the relativity of jobs in a series. Further, levels of work are used in determining mandatory supervisory training requirements. Listed below are definitions for each level.

### Entry

The first level of a job series. Includes basic or trainee responsibilities. Usually a limited number of duties are assigned and/or duties are performed under close supervision.

### Experienced

At this level, the full range of duties typically associated with a job is assigned and employees perform under general supervision. The experienced level includes those levels previously titled “journeyman”.

### Advanced

Advanced tasks and duties are assigned and performed independently with minimum supervision at this level. Some tasks may not require approval by management staff before decisions are implemented. Some series may have multiple levels reported as advanced. Employees at the advanced level may have responsibility for training new employees.

### Expert

This is a non-supervisory level that receives higher pay than traditional non-supervisory jobs. Jobs at this level require the performance of higher level, more complex duties and possession of advanced, specialized skills. Jobs at this level are usually considered as “Dual Career Ladder” jobs in accordance with State Civil Service Rule 5.9. A job assigned to this level exhibits one or more of the following characteristics:

1. Requires substantial technical or professional training and expertise beyond the basic level.
2. Is known for rapid innovation.
3. Possesses the potential for employees to receive national credentials or licenses.

### Program Manager

Allocations at this level are usually found in a headquarters office and possess the authority to review and approve policies or decisions made by field staff. This level typically does NOT have direct supervisory authority; however, duties include responsibility for planning, implementing, and evaluating program goals and results. Jobs at this level typically include financial accountability for program budget and expenditures.

### Supervisor

Jobs with this level of work MUST directly supervise subordinates and are responsible for several of the more tangible supervisory tasks such as signing and approving leave, signing performance appraisal documents, countersigning or verbally authorizing important decisions of their staff, serving on interview selection panels to fill vacancies, etc. In addition, subordinates should not be claimed by more than one supervisor. Unusual circumstances involving “shared supervision” should be discussed with and approved by State Civil Service. Supervisors are primarily responsible for day-to-day production and quality control tasks relative to the work performed by their subordinates

## Manager

Managers "manage" people. Work emphasizes policy development, setting objectives as well as planning, implementing, controlling, and evaluating functions and staff. Managerial levels focus on achieving results through other staff. These positions are typically second line supervisors.

Managers make major recommendations and take actions, which have a direct and substantial effect on the agency and the programs served by:

- Determining program goals and shifts in resources and develops implementation plans of such goals.
- Accounting to upper management concerning the allocation, efficiency and status of use of resources.
- Coordinating program efforts with other internal work units and/or agencies. Advising higher-level officials of problems involving their unit's relationship to broader programs.
- Delegating authority to subordinate supervisors and holding them accountable for the accomplishment of goals.

The manager level should be used to indicate a span of control, complexity and responsibility greater than the first-line supervisor.

## Administrator

Administrators spend a substantial percentage of time spent in long range planning, budgetary matters, responding to legislative inquiries and complaints, human resource issues, etc. Administrators are among the highest classified levels in an organization. Typically, they report to an unclassified executive, Deputy Assistant Secretary or undersecretary, elected official, or Commission. Often, administrators are directly over multiple sections and/or managers.

## Executive

Executive level positions are almost exclusively unclassified, appointed or elected. They include department Secretaries, Deputy Secretaries, Undersecretaries, Assistant Secretaries or their equivalents (Vice-Presidents or Directors). Classified executive level jobs include Deputy Assistant Secretaries and Deputy Undersecretaries.

## **Types of Supervision Exercised and Received**

Terms listed below describe types of supervision exercised and received. Any combination of these terms may apply to an individual job. For example, a job may include more than one type of supervision exercised as well as receive more than one type of supervision. These terms are generally acceptable; however, you may use more specific words to clarify these job elements.

### Types of Supervision Exercised

**NOTE:** Merely reviewing work of another employee does not constitute supervision. Supervisory duties must be a continuous and recurring part of the job. See the "Supervisor" section under Levels of Work above.

- a. Direct – responsibility for production and quality of subordinates; determines work assignments, priorities and procedures; approves leave requests; and formally (or provides major input into) evaluates subordinates' performance.
- b. Functional – supervises subordinates only when they are assigned to assist with the completion of a specific task (function).

- c. Leadworker – performs same duties as subordinates, but sets pace of work unit. May give informal direction to other workers.
- d. Project Basis – supervises incumbents while working on a specific project. Usually, subordinates vary from project to project.
- e. Regulatory Supervision – This is not considered true supervision but represents those jobs which exist to provide direction, review judgments made by other sections or departments, set standards, policies and procedures, override judgments made by supervisors or managers of functions under their control or exercise similar controls. Such control is over other positions with a separate "boss" for leave approval, performance evaluation and administrative review of work as well as some technical review.

### Types of Supervision Received

- a. Close – frequent and detailed review of work. Instruction, advice and assistance readily available.
- b. General – instruction, advice and assistance available as needed. Review of work may be frequent but not usually detailed. Emphasis is placed on quality of completed assignments.
- c. Broad – instruction, advice and assistance available at request of employee. Review of work is not detailed and usually emphasizes accomplishment of broad work unit objectives rather than specific work assignments.
- d. Administrative direction – advice and assistance limited to accomplishment of broad agency objectives and policies.

### SUPERVISOR – FIRST LINE

Supervisory Jobs are written when the incumbents exercise direct supervision over at least two subordinates. Although supervisors have responsibility for the actions/activities of their subordinates 100% of the time, the actual supervision of their activities should be at least 50% of the supervisor's time.

In addition, no subordinate should be claimed by more than one supervisor as their direct supervisor, unless prior commitment has been given in writing by State Civil Service recognizing such organizational structures as subordinate pools, project supervision, etc.

Direct supervision must include the MANDATORY supervisory elements and at least FOUR or more of the OPTIONAL elements listed below:

1. (MANDATORY) Responsible for the productivity and quality of the subordinates work performance.
2. (MANDATORY) Formally evaluates subordinates' performance (MANDATORY) Determines work assignments, priorities, and procedures for subordinates.
3. (MANDATORY) Approving annual and sick leave.
4. (OPTIONAL) Resolving technical problems; entailing responsibility for counseling subordinates and finding solutions to problems that the subordinates were unable to resolve. This is not informal advice and assistance, as rendered by a senior staff member, but an officially assigned job responsibility.

5. (OPTIONAL) Interviewing, and recommending for selection, candidates who apply for vacant jobs or employees who apply for promotions in the area supervised.
6. (OPTIONAL) Resolving complaints from subordinates.
7. (OPTIONAL) Training of new employees.
8. (OPTIONAL) Advising on problem resolutions through informal advice and assistance to subordinates.

### Types of Employees Supervised

INMATES – Can be used as equivalent to classified employees when it is documented that they perform the same duties as classified employees. Counted on a one-for-one basis.

STUDENTS – Are not considered unless they perform duties, which equate to those of full time classified employees. Normally counted on a two or three-to-one basis, depending on number of hours worked.

CONTRACTUAL – Can be considered if these are used in place of classified employees, (e.g. health service providers, etc.) and then only if the results of their work are reviewed. In cases similar to highway contracting firms, the employees are not considered subordinates.

TEMPORARY – Temporary employees, such as Classified WAEs, are not considered subordinates.

Supervision of all types of subordinates must be on a continuous, long-term basis.

### Types of Supervision

Regulatory Supervision – This is not considered true supervision but represents those jobs which exist to provide direction, review judgments made by other sections or departments, set standards, policies and procedures, override judgments made by supervisors or managers of functions under their control or exercise similar controls. Such control is over other positions with a separate "boss" for leave approval, performance evaluation and administrative review of work as well as some technical review.

Positions are considered to be under "regulatory supervision" when they receive policies and procedures from someone other than their true supervisor and decisions must be authorized by their boss as well as external positions.

Human Resources, budget and purchasing central units exercise "regulatory supervision" over field personnel engaged in those activities.

Administrative services personnel regulating telecommunications, safety, property control and related activities exercise "regulatory supervision" over employees engaged in these activities.

The critical element is the degree of control. If the job specification requires that positions review decisions, countersign decisions, reject inaccurate decisions, require deadlines and priorities, mandate policy and procedures, this represents supervision.

It is not regulatory supervision if it involves only giving advice, planning, suggesting amendments, identifying problems without implementing solutions or checking forms for accuracy prior to sending them to another jurisdiction.

Use of this term can clean-up "functional supervision" by redefining it to include milder forms of direct supervision over other employees such as "working supervisors", leadworkers, assistant group supervisors, supervisors over groups for weeks or months at a time and other forms of supervision, which almost meet the definition of direct supervision.

With an additional modifier, we can group jobs into three distinct areas as follows:

- **DIRECT FIRST LINE SUPERVISORS OR HIGHER**
  - Jobs for positions supervising the required number of subordinates (usually two or more), which exercise the required number of mandatory and optional supervisory elements.
  
- **FUNCTIONAL SUPERVISION**
  - Jobs that supervise one position when the specs require more; supervise the required number of positions but don't fulfill the supervisory elements (they don't do performance ratings or sign off on completed work); serve as assistant supervisor supervising in the absence of the boss; serve as leadworkers setting the pace for other employees or serve as a true supervisor for a few days or months when assigned to a special program or project but don't supervise the required percentage of time.
  
- **REGULATORY SUPERVISION**
  - Jobs which exercise control and authority over employees as a high percentage of their job (70%+), and perform supervisory elements over a number of other positions (at least 10%).