



WMS INCLUSION & JOB VALUE ASSESSMENT EVALUATOR'S HANDBOOK

Office of Financial Management, State Human Resources

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Document Revision History

Version Number	Date	Description	Name
1	11/30/2010	Initial Handbook	Melia Olsen
1.1	3/1/2011	Clarification on which JVAC tool to use, addition of information on Medical Bands, use of P/M/C for coding, and correction on point to band translation.	Melia Olsen
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1.5	4/23/2019	Minor revision on page 11. Correction on "Directs an agency division in a small or medium sized agency or directs a major subdivision in the largest agency." To "Directs an agency division in a small or medium sized agency or directs a major subdivision in a large agency."	Nichole Gottbreht

Introduction

The Washington Management Service (WMS) is designed to ensure decentralized, streamlined personnel administration for management positions. While ensuring compliance with the WMS rules (WAC 357-58) and policies approved by the Director of the Office of Financial Management (OFM), each agency has the flexibility to adopt and carry out its own policies, which include compensation, recruitment, selection, training, etc.

As of August 1, 2017, this handbook replaces other materials related to WMS. This includes information such as prior inclusion guidance, tools to evaluate a position for band placement and the prior WMS Handbook.

This WMS Handbook is intended to help agency WMS coordinators, evaluation and inclusion committee members, human resource professionals and hiring authorities understand inclusion criteria and the process to evaluate jobs for WMS band placement.

Your suggestions for improving the handbook are welcome. Send comments to classandcomp@ofm.wa.gov.

Guidelines for WMS Coordinators

As a WMS coordinator, key roles include:

- Serving as the agency's expert and designated point of contact for WMS.
- Acting as the liaison between the agency and OFM and State Human Resources (SHR) in matters related to WMS. In this role, WMS Coordinators help provide transparency, consistency and accountability within WMS, and ensure agency compliance with WMS rules.

WMS Coordinators must have a working knowledge of WMS and demonstrated experience in Human Resources (HR). It is necessary for WMS Coordinators to have an understanding of the following:

- WMS Definitions and Inclusion Criteria.
- WMS Rules.
- WMS JVAC tools.
- Their agency's established control point percentage.
- The importance of staying within their agency's established control point percentage.
- Statewide established control point percentage.
- HRMS reference coding standards related to WMS.
- Applicable WMS Forms.

The definition of WMS, inclusion criteria, Job Value Assessment Charts (JVAC) and this Inclusion and Evaluator's handbook are essential tools used to determine whether a position should be included in WMS and what the salary band should be.

Considerations and Resources Needed

To determine whether a position should be included, WMS Coordinators and committee members should first consider whether there is a current Washington General Service (WGS) job classification that is an appropriate fit for the position. The default determination is to the existing WGS job classification.

If it's been determined that inclusion is appropriate, the WMS Coordinator and committee members must consider the following factors and resources:

- The definition of “manager”.
- The agency’s WMS control point.
- WMS definitions and inclusion criteria.
- Internal alignment, as defined within the agency structure.
- The distinction between supervisory vs. managerial tasks.
- Agency Inclusion and Evaluation Procedure.

Evaluation results need to be documented by the WMS Coordinator on the appropriate forms as outlined in the WMS WAC chapter or on an OFM approved alternate form.

Required Forms

- WMS Position Description.
- WMS Position Evaluation Summary.
- WMS Review Request.
- OFM approved Alternate Evaluation Summary.

WMS and the Fair Labor Standards Act

A common misconception is that a WMS position is automatically exempted from the Fair Labor Standards Act (FLSA). This is not the case. FLSA has a very complex set of rules that, among other mandates, requires payment of overtime for all hours worked over 40 in a designated workweek **unless** a position is specifically exempted under federal law. Along with FLSA, one must also consider applicable Washington State overtime laws. We recommend you contact your agency FLSA expert or your assigned Assistant Attorney General for guidance in this area.

The Evaluator's Challenge

The position description (PD) provides the basis for an accurate and consistent position evaluation and requires accurate and complete information.

As an evaluator, a principal challenge is to extract content from the PD and supportive information to capture exactly what a position requires. After reviewing the PD, you should be able to identify and understand:

- What it takes to perform the duties and responsibilities of the position.
- What outcomes an incumbent must produce (*position may affect or control outcomes and we need to determine which applies*).
- What authority is granted to the position for deciding and planning how to proceed.
- What is the scope of the position's effect and impact on results.
- What skills and abilities are required to fully perform all the position's requirements.
- Where the position is placed within the hierarchy of the agency.

We suggest that all statements in job descriptions are scrutinized for logic and accuracy. For example, in an accounting job, the position description states, "the incumbent controls a budget of \$200 million." As an evaluator, you must determine the accuracy of that statement. At what level does actual control take place? At what level is the budget developed and approved, and at what level must the incumbent be accountable for how those funds are allocated? Is it possible the person claiming to control a budget is actually only recording and reporting on a budget of that size? Is it possible that others will have a different understanding of the term "control" than should be applied to the evaluation process?

Evaluators become investigators striving for substantiation and logic regarding the actual content of the position. They are always searching for information that will assure fairness in alignment of positions on an enterprise-wide basis.

It is important to keep in mind the job's potential impacts to other positions within the agency:

- Where did the work come from?
- Is it new work or did it come from other positions within the agency?
- What do other positions within the unit/agency look like?
- Is this one of many positions with this responsibility or is this a standalone position?

When evaluating a position for inclusion in WMS, you must not only review the PD submitted and its place in the agency, but also look at the manager's PD and, if possible, other positions within the agency that do the same or similar work.

Supervisory vs. Managerial Tasks

Since the terms “manager” and “supervisor” sometimes are confused with each other, below is a matrix with a brief explanation of the differences.

	Supervisor	Manager
Planning	<ul style="list-style-type: none"> • Short term (less than one year). • Planning workflow, staffing and service delivery. • Establishing staff schedules. • Day to day operations and delegation of work. 	<ul style="list-style-type: none"> • Long term (typically greater than one year). • Strategic, make senior management-level decisions or recommendations that significantly influence important organization level policies or programs. • Identifying assets, resources and people needed in the future.
Organizing	<ul style="list-style-type: none"> • Task assignments. • Daily work coordination. • Close to the work and the people, may be considered a working supervisor. 	<ul style="list-style-type: none"> • Determining outcomes and resources needed to achieve long-term goals, while aligning and allocating them in a constructive way. • Removed from day-to-day operations.
Leading	<ul style="list-style-type: none"> • Training and development. • Evaluating performance. • Taking corrective action. • Make recommendations to higher-level management. • Provide guidance and approve deviation from established guidelines, policies, procedures and work methods. • Provide information to senior managers and feedback on workload impacts, time lines and business needs. 	<ul style="list-style-type: none"> • Setting goals and directions. • Making sure people know what to do and how to do it. • Defining why the organization exists. • The higher a manager is in an organization, the more involvement the position has in defining the mission and purpose at a strategic level. • Encouraging and influencing people to adopt the agencies purpose. • Participates in the grievance process or effectively recommends solutions.
Controlling	<ul style="list-style-type: none"> • Checking and correcting work. • Monitoring day-to-day operations. • Ensures use of established guidelines, policies, procedures and work methods. • Coaching, mentoring and initial corrective action steps. 	<ul style="list-style-type: none"> • Reviewing results compared to the business plan and mission. • Initiates and participates in corrective and/or formal disciplinary action to improve performance.
Budgeting	<ul style="list-style-type: none"> • Monitoring expenditures against approved budgets. 	<ul style="list-style-type: none"> • Establishes and approves budgets.

Definition of Manager

The definition of “Manager” is defined in RCW [41.06.022](#) as any employee who:

- (1) Formulates statewide policy or directs the work of an agency or agency subdivision;
- (2) Administers one or more statewide policies or programs of an agency or agency subdivision;
- (3) Manages, administers, and controls a local branch office of an agency or agency subdivision, including the physical, financial, or personnel resources;
- (4) Has substantial responsibility in personnel administration, legislative relations, public information, or the preparation and administration of budgets; and/or
- (5) Functions above the first level of supervision and exercises authority that is not merely routine or clerical in nature and requires the consistent use of independent judgment.

No employee who is a member of WMS may be included in a collective bargaining unit established under RCW [41.80.001](#) and [41.80.010](#) through [41.80.130](#).

Inclusion Criteria

When there is a current WGS job classification that is an appropriate fit for the position, the default determination should be to that WGS classification.

A position must meet one or more of the five definitions of manager listed within in RCW [41.06.022](#) to be included in WMS. This is determined by:

- Reviewing all position documentation.
- Making a clear and direct link to at least one of the definitions.
- Reviewing appropriate WGS classifications by reviewing PD's of work to determine if the position is best allocated in WGS, or if it meets the criteria to be included in WMS.

The diversity of an agency's business must have flexibility in order to meet their individual business models. WMS can be applied based on agency business models and their organizational structure, considering factors such as single versus multi-functional areas, and the size and breadth of the organization.

The definitions are included with clarifying inclusion criteria bullets, in addition to Appendix A, which has definitions to assist in determining WMS inclusion and Appendix B, which has examples to help determine which positions would most appropriately fit within the WMS classification system.

1. Formulates statewide policy or directs the work of an agency or agency subdivision.

- Develops agency or agency subdivision strategic direction;
- Authorizes the development, modification and/or sets agency or statewide policy as a primary responsibility;
- Directs an agency division in a small or medium sized agency or directs a major subdivision in a large agency.

Note: Positions that include responsibility to formulate statewide public policy or agency strategic direction are included under this definition.

2. Administers one or more statewide policies or programs of an agency or agency subdivision.

- Independently manages agency or statewide programs in accordance with broad policy statements and/or legal requirements;
- Implements strategies to carry out strategic statewide, agency or agency subdivision objectives, including the authority to change course or direction to meet objectives;
- Develops, interprets and applies state, federal or judicial mandates for statewide programs or policies that support service population(s), programs, or resource(s) external to the agency.

Note: This definition is intended for positions that administers statewide or agency wide policies that are generally agreed to or set at an executive level. These positions have significant authority and responsibility to make decisions in the program areas for which they are accountable. Statewide policies or programs with political components, broad stakeholder contact and impact, or national/international expectations are also a consideration for inclusion.

Positions must be responsible for activities such as:

- WAC rule development for their programs or the agency (as applicable).
- Stakeholder management.
- Program problem resolution.
- Budget development.
- Program policy development and implementation.
- Testifying in legal settings or legislative sessions.
- Guiding boards, commissions or equivalent activities.

Positions would not meet this definition if they are responsible for implementation of procedures, policies and provide recommendations, or if the position does not have the authority to change course or direction of the program strategy or policy.

3. Manages, administers and controls a local branch office of an agency or an agency subdivision, including the physical, financial or personnel resources.

- Implements and manages the agency program service functions in a branch office (service delivery may include a variety of agency programs as designated to that location, offsite from the main agency office);
- Typically is the highest level of authority at the location for the entire site or a singular program;
- Independently manages, oversees, regulates and/or supervises the implementation of programs and policies in a branch office.

Note: A branch office is located away from the main office of an agency or agency subdivision and includes implementation of policies and programs of the principal office. Not all remote locations or facilities would be considered branch offices under this definition.

For example, a small maintenance shop or similar facility would probably not meet the definition of a local branch.

These positions may have program responsibility for all programs represented within the branch office, or may have responsibility for managing a single program to include the physical, financial and/or personnel resources for the single program decentralized to a region. The position may also be an appointing authority.

These positions are not office managers, who only have responsibility for the facility and program support functions.

4. Has substantial responsibility in personnel administration, legislative relations, public information, or the preparation and administration of budgets; and/or

- Full authority to prioritize and manage all issues within an assigned area of responsibility;
- Delegated decision making authority for the specified area of expertise;
- Designated authority to speak on behalf of and make binding decision(s) for the agency.

Note: Only positions whose primary focus is substantial responsibility to perform one or more of the disciplines listed are covered under this definition.

Expertise includes experience and training to be able to respond to complex, highly sensitive issues, the ability to create strategic plans to support agency priorities and responding to emergency needs.

Influence and impact of the position are widespread to the agency and may have statewide impact.

Positions would not meet this definition if the position does not have responsibility for an operating budget of its own, or the primary focus of the position is not the administration of budget, personnel, legislative relations, or public information.

5. Functions above the first level of supervision, exercises authority that is not merely routine or clerical in nature and requires the consistent use of independent judgment.

For positions that supervise first line or higher-level supervisors:

- Authorized to make decisions regarding work processes and methods that will be used without higher-level approval, and makes decisions with strategic program impact.

For functional level positions:

- Although the position is not required to be a supervisor, it must function above the first level of supervision within the agency. The position:
 - Establishes standards on agency business practices and/or programs;
 - Is authorized to negotiate and bind the agency on matters of significant impact; the term must be applied in light of all the facts of the employee's particular employment situation, and implies the employee has authority to make an independent choice, free from immediate direction or supervision. The fact an employee's decisions or recommendations are on

occasion revised or reversed after higher review does not mean the employee is not exercising discretion and independent judgment. May be an individual contributor with significant policy authority and/or the point of contact for staff in specific expertise areas;

- Is designated the agency and statewide technical expert in a given program area (i.e., scientific, medical, legal, or technological discipline) with authority to set standards to be used by others;
- Makes decisions and distributes funds and/or speaks for the agency.

Has significant authority for policy development, implementation, or interpretation within the designated program area;

- Provides consultation or expert advice to executive management with significant policy authority.

Note: This definition includes a dual track component for second line supervisors and for comparable non-supervisory level positions that require the consistent use of independent judgment and are accountable for outcomes and outputs.

Non-supervisory positions have management responsibilities of either a statewide, agency wide, or geographic nature (for positions that are assigned to regional areas), and may be solely responsible for the direction, policy and implementation of a significant program. For example, the program may be highly visible, have significant media interest, affect a small population, or be legislatively mandated.

The positions may also have a complex portion of a program with a limited focus of single or multiple functional areas. Some positions may require an advanced degree, or certification/licensure (e.g. JD, PhD, CPA, or Masters in a specific field of study).

Positions would not meet this definition if the position:

- Does not establish program or agency business practice standards;
- Is not the technical expert above the senior professional level nor required to function at a mastery level of a recognized discipline; or
- Does not have significant policy authority; or is not the designated agency or statewide technical expert in a discipline.

Traditional Manager vs. Individual Contributor – Which JVAC to use when?

Before beginning your evaluation, you must determine which JVAC is most appropriate to use. The majority of WMS managers manage people **and** programs. For these types of positions, the Traditional Manager – JVAC 1 should be used.

A number of other management positions exist based on expertise necessary for an agency's specific operations, such as legal, scientific, or technical expertise. This expertise may be acquired through an advanced academic degree in a profession-based discipline, or a field of expertise such as tribal relations, legislative knowledge, or complex issues of enforcement actions. These positions typically carry key managerial roles but are not typically in charge of staff. The primary reason for their existence is due to their area of expertise. For these types of positions, evaluators should use the Profession-Based Individual Contributor – JVAC 2.

If the position does not supervise staff, you should use the Profession-Based Individual Contributor JVAC 2. If a management position supervises a small number of staff and this supervision is not the basis for their inclusion in WMS, then the Profession-Based Individual Contributor JVAC 2 would probably be most appropriate. Positions that are included in WMS based on definition 5 are likely to be individual contributors.

Medical Band

WMS positions requiring a medical degree (e.g., DDS, ND, etc) are placed into the Medical Band.

Medical Band Criteria

- The position must first meet the criteria for inclusion in WMS or EMS as appropriate.
- The position must require an advanced degree and licensure to practice medicine or equivalent professional field, as follows:

- Doctor of Medicine (MD)
 - Doctor of Osteopathic Medicine (DO)
 - Doctor of Dental Surgery (DDS)
 - Doctor of Dental Medicine (DMD)
 - Pharmacist or Doctor of Pharmacy (Pharm.D.)
 - Doctor in Veterinary Medicine (DVM)
 - Psychiatrist (MD or DO with psychiatry as a specialty)
(This only requires an MS in Health Care Administration or an MBA in Health Systems Management or a BS in Health Care Administration)
 - Naturopathic Doctor (ND or NMD)
- Qualified positions are allocated, and not evaluated, to this band.
 - Superintendents, Chief Executive Officers, and Deputy Superintendents of the State's mental hospitals may be included in the MD band when the requirement of the position is to be filled with a medical doctor.

Medical Band placement requires approval by the Office of Financial Management, State Human Resources Assistant Director. Typically, this approval does not require action at a Director's Meeting and is usually handled administratively.

Similar to exempt banding proposals or revisions and the use of the Exempt Medical band, the use of the WMS Medical Band requires approval by the OFM, SHR.

Evaluation Process and JVAC

Within the Traditional Manager and Individual Contributor JVACs, there are three (3) factors which help you determine the appropriate point value for a WMS position. These areas are:

- (1) Accountability – Scope of Control and Influence
- (2) Decision Making and Policy Impact
- (3) Nature of Management – Knowledge, Skills and Abilities (KSAs)

The combination of these factors along with the associated point value within the JVAC determine the JVAC score. For example, if a position being evaluated resulted in W1A rating in the three areas identified above, the point value when looking at the JVAC would result in 437 points. More specifically:

- (W) Represents the “Accountability – Scope of Control and Influence”
- (1) Represents the “Decision Making and Policy Impact”; and
- (A) Represents the “Nature of Management – Knowledge, Skills and Abilities.”

437 – Represents the point value assigned to the position.

There are portions of the JVAC which are shaded out. These represent combinations of job factors that are inappropriate or are not management responsibility combinations and are not associated with a JVAC score.

There may be situations in which a management position supervises another management position which are both within the same salary band. The maximum salary spread of each band is larger than the general service salary schedules, which allows for different JVAC scores and salary differentials within each salary band. Broader salary bands do not mean that assessment and accurate placement are less important. On the contrary, every effort should be made to understand the important elements being evaluated for each position to assure evaluation accuracy, system credibility and internal equity.

To determine the salary band placement for the job, use the table below.

<i>JVAC Points</i>	<i>Salary Band</i>
437, 469, 501	Band 1
560, 589, 724	Band 2
618, 790, 856	Band 3
995, 1187	Band 4

Refer to www.hr.wa.gov to view the current WMS Salary Structure. In addition, refer to your agency Salary Administration Policy (SAP) for salary setting guidance.

JVAC Rating Explanation

When the JVACs were designed, the decision on the weight assigned to each job dimension was made based on what characteristics of management are most valued by the state. An example of how the applicable weights influence the job's point value is found in ratings X2C at 724 points (WMS Band 2) and X3B at 618 points (WMS Band 3). Even though the ratings seem inverted, they are correct.

There is scope, breadth and depth to jobs and each dimension is given a weight that, when rated, add up to represent the value of the job. In this case, the third factor of the JVAC (Nature of Management – Knowledge, Skills and Abilities) has been given greater weight than the policy dimension. Further, having a gap in the rating numbers is appropriate. The gaps in a rating tool are typically normal and deliberate.

Note: The decisions on ratings should never be based on the desired salary band or the incumbent in the position, but on the value the state places on the specific job dimensions within the JVAC and how they relate to the work of the position.

Applying Job Information to the Rating Factors

There are three evaluation factors used to measure both Traditional Manager positions and Profession-Based Individual Contributor positions.

The three factors are:

- (1) Accountability – Scope of Control and Influence
- (2) Decision Making and Policy Impact
- (3) Nature of Management – Knowledge, Skills and Abilities

1. Accountability – Scope of Control and Influence

This factor is the most important element to be considered. As an evaluator, for each position you are evaluating, you should ask yourself the following:

- **Why does the position exist?**
 - What is an incumbent in the position expected to produce?
- **What does this position affect?**
 - Programs that support citizens?
 - Regulatory enforcement that protects citizens or the environment?
 - Administration of institutions that benefit our society?
 - Administration of operations and facilities?
 - Management of financial resources?

Once you have identified the position's role, measure the size and scope of its effect.

For example:

- Is it a local or district service office operation?
- Is it a program providing statewide benefits that amount to many millions of dollars?
- Is it a regulatory area generating substantial annual revenues?
- What is the scope of its effect?

After identifying why the position exists and the scope of the position's impact on the agency's results, it is necessary to define the manner in which the position affects outcomes. In other words, how does the position impact results? For example, in an environmental agency, an administrator may be directly accountable for the cost of enforcement staff. In the same agency, a scientist may have a facilitative or supportive impact on the agency's air quality improvement budget, but would not be directly accountable for its control.

As you can see, the nature of a position's effect is important to identify and measure. This element also helps to define the level of authority that is granted to the position to control or affect outcomes in the position's agency or work unit. This will also help to define the authority granted to the position to make decisions.

Once you have determined the level of accountability and control, you will find it easier to decide the position's level of decision-making and policy influence. That, in turn, will lead you to a more accurate assessment of what an incumbent must know or be able to do in order to fulfill the position's requirements.

2. Decision-Making and Policy Impact

This factor is very important to define the scope of a position's impact. It suggests the bodies of knowledge that an incumbent must possess in order to perform all the position's requirements at a professional level.

As you approach this factor, think about what decisions an incumbent can make independently and what decisions must be referred to higher authority for approval.

Consider the following questions:

- How significant are the decisions?
- What constituencies, populations or client-bases are affected?
- What are the long-term effects of the incumbent's decisions?
- Are they used for planning the staffing of an office one month in advance or are they used for developing strategic initiatives for how an agency will function several years in the future?

Understanding these facts will help you to make a logical and appropriate evaluation of this element.

3. Nature of Management - Required Knowledge, Skills and Abilities

Once you have measured the scope of the position's accountability, decision making, and policy impact, you will have a logical and sound basis to determine what the incumbent must know or be able to do to make rational, intelligent decisions and judgements to perform effectively.

How can you determine the knowledge, skills and abilities required to carry out the actions and decisions needed for fulfilling a position's purpose? One of the ways to answer that question is to think about bodies of knowledge.

Bodies of Knowledge encompass the entire range of:

- Principles and concepts – Fields of intellectual understanding usually acquired after substantial academic study or practical experience or a combination of both;
- Intellectual or manual skill – The practical ability to perform tasks ranging from uncomplicated to exceptionally complex or delicately skillful. Among the positions included in WMS, there are many examples of positions in scientific, medical and technical areas that require an incumbent to understand why an action is required and to have the practical skill to figure out how to take action.
- Specialized fields of knowledge and abilities – In state service, there are a number of WMS positions that require unique bodies of knowledge that are gained from extensive experience with special constituencies having unique cultural or special needs requirements. For example, some positions require an incumbent to understand the specific psychological or physical needs of a clientele, where practical experience is vital to providing useful, appropriate services. In other cases, the cultural environment of some groups of clients and citizens requires a unique sensitivity to their values. This familiarity can only be gained through personal experience, but its application to a position's work is no less professional or essential. Other positions are included in WMS because they hold professional-level mastery of specialized programs and their delivery to citizens without a requirement for advanced academic study.

Breadth, Depth and Complexity of Bodies of Knowledge:

Here are other things to consider that can help you in assigning levels of knowledge, skills and abilities.

- Some positions included in WMS require a grasp of a profession-based body of knowledge, but the continuing practice of the work is quite similar on a day-to-day basis.
- Other positions require using profession-based knowledge to solve problems, make decisions, and take actions in a broad range of situations. These jobs can be thought of as requiring broad knowledge of a range of subject areas, which do not follow a standard pattern. They may be thought of as using knowledge in complex situations.
- Still others require analysis of unusual and developmental subject areas where an incumbent must think in innovative ways. These jobs can be thought of as requiring deep knowledge in unexplored areas, drawing on a depth of knowledge as a foundation on which to build.

Traditional Manager (JVAC)

The following information is intended to help identify primary components of the three sections of the JVAC for Traditional Manager positions.

Washington Management Service Job Value Assessment Chart Traditional Manager	(2) DECISION MAKING AND POLICY IMPACT											
	1 Latitude and discretion for making decisions and applying judgment are guided by familiar and reliable policies, published guidelines and regulations with established limits. Judgment and analysis are made in known and familiar areas where there are reliable precedents and regulations and are tactical rather than focused on long range strategic outcomes.				2 Latitude and discretion for making decisions are guided by broad departmental policies where precedents for judgments and actions are not always clear and where analysis requires thinking in somewhat unknown and unfamiliar areas and where decisions impact programs and operational effectiveness on a strategic level, typically over periods of at least one or more years.				3 Authority for making decisions is granted from the agency head or designee and authorizes judgments having long term impact on agency mission and operational effectiveness. Significant risk is involved in decisions and requires analysis in unknown and unexplored areas having widespread effect on a substantial segment of citizens or clients or the internal effectiveness of an agency where decisions involve consequences of significant risk of failure.			
(1) ACCOUNTABILITY - Scope of Control and Influence	A	B	C	D	A	B	C	D	A	B	C	D
W Position is directly accountable for actions and results of a distinct operating unit such as a local branch office or of an agency's program services in a branch office; Or influence on outcomes of defined agency services where the position's work may be located at an agency's central or regional office. Impact is focused on supervising the work of positions and units directly delivering services at a site or within a singular program.	437	469			501	560						
X Position is directly accountable for directing and controlling operations or programmatic services and for results of an agency unit comprised of one or more clearly distinct programs, services or regulatory control where accountability for outcomes is not shared with any other position at the same organizational level, but only with the position's supervisor; Or, influence on the operation of an agency-wide program of service. Impact is far-reaching and is measured by effect on an important area of public service where risk of failure to fulfill expected results is consequential to program effectiveness.						589	724			618	790	995
Y Position is directly accountable for directing and controlling operations, development, delivery and results of programs and services central to the business purpose of an entire agency where direct accountability for outcomes is not shared with any other position at the same organizational level but only with the position's supervisor. Impact and consequence of error affect a major statewide constituency or the operational effectiveness of an entire agency where risk of failure to fulfill organization-wide results is critical to the agency's effectiveness and fulfillment of agency mission, purpose and strategic viability.											856	1187
(3) NATURE OF MANAGEMENT - Knowledge, Skills and Abilities												
A. At the fully functional level, the position requires, at a minimum, full competence in knowledge and skills to supervise work groups of non-supervisory personnel or first-level supervisors. The position provides work assignment and direction; job performance evaluation and needed correction of work performance; and training of subordinate personnel. The position requires competence in tactical, but not long-term strategic decision-making. This level of knowledge is distinguished from job requirements of those positions that require long-term strategic thinking that affects the direction of the agency or of a major component of the agency.												
B. At the fully functional level, the position requires, at a minimum, advanced managerial knowledge and skills for managing the operation of multiple functional organization units providing programmatic services that are central to the agency's business purpose either at an agency central office or a decentralized regional or branch office; Or, to manage an entire organizational unit such as those that develop and administer client services and programs essential to the agency's purpose; Or, to manage an entire internal operating division. The position directs the work of units of professional, para-professional and support personnel. Long range planning tends to be focused on program operation over a one to three year period.												
C. At the fully functional level, the position requires, at a minimum, a mastery of managerial knowledge and skills for managing an entire organizational division that provides extensive statewide services, operations or regulatory control that are fundamental and central to the mission and business purpose of the agency. Or, management of the operation, but not top executive direction, of an entire agency providing defined services, programs or regulatory control to a specific segment of the citizenry. Focus of the position is on broad organizational leadership, vision and direction toward agency mission and strategic purpose and extensive delivery of services where long-term organizational effectiveness is critical to agency viability. Long range planning is focused on development of programs and resources over at least a three year period.												
D. At the fully functional level, the position requires, at a minimum, an exceptional grasp of managerial and executive expertise expected for leadership and direction of large and complex organizations critical to the effective performance and central purpose of the government. Strategic planning is focused on long-term viability of the agency and its services.												

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Accountability – Scope of Control and Influence

Rating Code	Description/Example
W	<ul style="list-style-type: none"> Direct supervision. Accuracy of staff work. Could be first level supervisor.
X	<ul style="list-style-type: none"> Program management. More emphasis on delivery. Development of program. Could be multiple programs.
Y	<ul style="list-style-type: none"> Impact is broad, could be statewide. Statewide constituency is large. This position is accountable for outcomes of an organization.

Decision Making and Policy Impact

Rating Code	Description/Example
1	<ul style="list-style-type: none"> Decisions are guided by regulations or clear policy. Judgments are based on known and familiar precedents and dependable regulation.
2	<ul style="list-style-type: none"> Decisions are guided by varying conditions within established policy or statute but not always made in the same way. Discretion to make decisions grants a degree of latitude for adapting to varying situations. Judgments are made in somewhat unknown and unfamiliar areas where there are few reliable precedents.
3	<ul style="list-style-type: none"> Decisions are guided by statewide policy or board and in some cases, unique statute where legal precedent may be unclear, or where external forces/legislation are evolving or unsettled or decisions/judgments have a critical effect on agency viability. Judgments are inventive/innovative where few, if any, precedents exist.

Nature of Management – Knowledge, Skills and Abilities

Bodies of Knowledge: <ul style="list-style-type: none"> Management principles. Scientific, technical. Administrative. 	
Rating Code	Description/Example
A	Full competence in knowledge and skills to supervise workgroups.
B	Advanced managerial knowledge in skills for managing the operation of multiple organization units.
C	Mastery/expertise practice of a profession-based body of knowledge.
D	Exceptional grasp of a managerial and executive expertise.

Level A:

The focus of positions at this level is on:

- Direct supervision of people and tasks.
- Knowledge and application of basic management principles.
- Application of technical and program subject matter expertise.
- Tactical (short term, day-to-day) and task-focused.
- Management of first-level supervisors or lead workers, but typically manages individual staff members.
- Planning and assigning work for subordinate staff.
- Participating in setting goals and objectives for program delivery and operational services.

Knowledge, Skills and Abilities

- An emphasis on knowledge of supervision of people at the task level is required.
- Controlling individual work requires knowledge of checking and correcting work and of coaching on work performance.
- Knowledge required in planning workflow, staff coverage and resource availability on a day-to-day or short term basis.
- Knowledge is required in communicating department goals and objectives to staff and in providing work direction and training.

Level B:

The focus of positions at this level is:

- Management of organizational units such as branch services offices where there are multiple operational services or regulatory operations, direction of programs, significant sub-units of agency program operations or central office development, direction of programs and oversight of their delivery.
- Longer range outcomes, which go beyond day-to-day issues, and activities where significant influence is needed.
- Organize and direct the use of multiple resources such as personnel resources, facilities, equipment and fund allocation. These positions may operate with the granting of and accountability for application of statutory, regulatory, or enforcement authority.
- Develop goals and objectives for the work unit's operations and influence policy decisions at the next level of authority. While operational plans and decisions

tend to be tactical in nature, they are made with consideration of their strategic implications.

- Strong programmatic or regulatory role within an agency, including accountability for service, regulatory and enforcement outcomes within a defined scope of those operations.

Knowledge, Skills and Abilities

- Comprehensive knowledge of management of operations and programs in which staff supervision is of first or second-level supervisors and managers.
- Managerial skills acquired through several years of experience and training in supervision, management and specialized program delivery or regulatory enforcement.
- A degree in a related field, or extensive experience in a technical field.
- Comprehensive technical knowledge of the programs, services and regulatory enforcement requirements under the position's direction.
- Comprehensive knowledge of regulations and specific statutes affecting the services and enforcement actions of the work unit.
- Strong capability for developing plans, goals and objectives for effective work unit performance and for communicating them to work unit staff and supervisors.
- Strong knowledge of techniques for measuring performance and of redirecting efforts toward work unit goals and objectives.
- A strong capability to analyze work and service delivery situations and to make decisions appropriate for the conditions.

Level C:

The focus of positions at this level is:

- Management of an entire program; a complete business segment of an agency; or a department with significant impact on the agency's business purpose, client base, or mission.
- Management of critical or exceptionally large programs that are essential to an agency's mission, but do so without large staff organizations.
- Development of strategic long-term operating plans, goals and objectives for their divisions that determine how their agency will function in the future.
- The impact on service design and delivery as well as citizen needs going forward.

- Management of other managers and supervisors.

Knowledge, Skills and Abilities

- Advance knowledge of administration of governmental programs, policies and operations (usually acquired through an advanced degree in a field closely related to management of organizations or government program administration) or extensive experience and training in a closely related field.
- Advanced knowledge of strategic planning within the context of complex program management to assure long-term effectiveness of such programs for clients and citizens.
- Advanced capability in human resource management methods is required, including comprehensive training and development of staff toward effectiveness in delivery of agency services and regulatory performance.
- Advanced knowledge of management of physical and financial resources for effective and efficient agency performance.

Level D:

The focus of positions at this level is:

- Managing major organizational departments, divisions or agency-wide functions where actions significantly affect the overall operation and strategic purpose of an agency.
- Active involvement in developing and carrying out agency policy and directing agency or large divisional or departmental operations under the direction and leadership of an agency Deputy Secretary or Director.

Knowledge, Skills and Abilities

- Professional mastery of practices and principles of management of large and complex organizations and resources, such as human resources, finances and facilities towards effective and efficient functioning. Smaller agencies may require multiple functional units, such as personnel resources, finances and facilities under the leadership of a singular WMS manager.
- Capability of creating long-range plans and goals and allocating resources to achieve those goals.

Profession-based Individual Contributors (JVAC)

The following information is intended to help identify primary components of the three sections of the JVAC for Profession-based positions.

Washington Management Service Job Value Assessment Chart Individual Contributor Profession-based Positions	(2) DECISION MAKING AND POLICY IMPACT											
	1. Latitude and discretion for making decisions and applying judgment are guided by familiar and reliable policies, published guidelines and regulations with established limits. Judgment and analysis are made in known and familiar areas where there are reliable precedents and regulations and are tactical rather than focused on long range strategic outcomes.				2. Latitude and discretion for making decisions are guided by broad departmental policies where precedents for judgments and actions are not always clear and where analysis requires thinking in somewhat unknown and unfamiliar areas and where decisions impact programs and operational effectiveness on a strategic level, typically over periods of at least one or more years.				3. Authority for making decisions is granted from the agency head or designee and authorizes judgments having long term impact on agency mission and operational effectiveness. Significant risk is involved in decisions and requires analysis in unknown and unexplored areas having widespread effect on a substantial segment of citizens or clients or the internal effectiveness of an agency where decisions involve consequences of significant risk of failure.			
(1) ACCOUNTABILITY - Scope of Control and Influence	A	B	C	D	A	B	C	D	A	B	C	D
W Position is accountable for providing reliable and professionally sound guidance, consultation and advice within the legal, scientific, technical, administrative and other profession-based fields encompassed by the position's defined scope of expertise. The position shares in accountability for outcomes of the guidance, consultation and advice provided to the agency or its designated staff and may include monitoring, measuring and reporting on unit performance. Although typically not a supervisory position, the position may provide work direction to support staff who may assist in producing the position's work product.	437	469			501	560						
X Position is accountable for providing reliable and professionally sound guidance, consultation and advice at an advanced level of expertise in the legal, scientific, technical, administrative and other profession-based fields of the position's defined scope of expertise. The impact of the position's consultative and advisory work is highly consequential in terms of such issues as the agency's quality, effectiveness and extensiveness of services, exposure to legal liability, security of information and quality of scientific or technical design outputs. The position may serve as a lead person over other positions that perform work in profession-based disciplines in the position's required fields of expertise and may provide work direction in those fields where the position's advanced level of expertise is required for assuring the work quality of those other positions.						589	724			618	790	995
Y Position is accountable for assuring the quality and professional soundness of counsel, advice and guidance in the position's defined fields of expertise where outcomes are critical to the agency's operations, delivery of services, security, legal liability, or scientific and technical performance. In providing these professional services, the position shares materially with senior executive management in materially affecting the agency's performance and its accountability for performance outcomes. The position may oversee, train and provide work direction to others who hold positions in the agency in advanced profession-based disciplines who also provide consultative and advisory services to agency managers.											856	1187
(3) NATURE OF MANAGEMENT - Knowledge, Skills and Abilities												
A. Substantial competence is required in a recognized profession-based discipline, typically requiring licensure or professional certification and usually requiring an advanced university degree such as a Masters, JD, CPA, or PhD; Or, alternatively, specialized experience in a profession-based discipline unique to an agency's central mission. The emphasis of the position's competence is directed to informing and advising agency management about effects of policy; regulatory control; procedures in agency operations; technology; administration; and service delivery. These bodies of knowledge are distinguished from those requiring design or development of new, inventive or complex programs or systems.												
B. An advanced level of expertise is required in a profession-based discipline usually requiring licensure or professional certification and usually requiring an advanced university degree such as a Masters, JD, CPA, PhD or doctorate in medical or dental practice; Or substantial experience in a highly specialized field unique to an agency's programmatic or regulatory services. In addition to the advanced degree or specialized experience requirement, the position requires successful performance at an increasingly challenging level in the designated field of expertise for a period clearly establishing required expertise. Duties require demonstration of the ability to develop highly effective methods and practices in the designated field of expertise leading to achievement of successful outcomes for the agency. Long range planning is focused on advising regarding strategies for successful future operations.												
C. Recognized mastery of a profession-based discipline is required that usually requires licensure or professional certification and usually requires an advanced university degree such as a Masters, JD, CPA, PhD or doctorate in medical or dental practice together with successful performance at an increasingly challenging level in the designated field of expertise for a period clearly establishing required expertise. Duties require demonstration of the ability to develop highly effective methods and practices in the designated field of expertise leading to achievement of successful outcomes for the agency. Long range planning is focused on advising regarding strategies for successful future operations.												
D. The position requires statewide, national or internationally recognized mastery of a profession-based discipline critical to the governmental purpose of the State. This may include the requirement for exceptional inventiveness or for strategic and long-term visionary and conceptual thinking and advice affecting the agency's and the State's viability.												

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Evaluation Criteria and Definitions:

There are three evaluation factors used to measure both Traditional Manager positions and Profession-Based Individual Contributor positions.

The three factors are:

- (1) Accountability – Scope of Control and Influence
- (2) Decision Making and Policy Impact
- (3) Nature of Management – Knowledge, Skills and Abilities

The following information is intended to help identify primary components of the three sections of the JVAC for Individual Contributor positions. This JVAC has slightly different definitions of evaluations than those for Traditional Manager positions.

Accountability – Scope of Control and Influence

The following are definitions for evaluating the first factor in Profession-Based Individual Contributor positions:

This evaluation factor begins with defining what the position affects. The size and scope of its effect. The importance to citizens or to an agency's operations or effectiveness. Some positions have impacts on multiple areas of effect. For evaluation purposes, it is important to determine the primary area of impact; the principal reason for the position.

Rating Code	Description/Example
W	<ul style="list-style-type: none"> • Advice and consultation at a basic level but profession-based level (founded on a learned discipline). • Cultural experience permitting an employee to work effectively with external stakeholders such as a Tribal Liaison or other similar responsibilities.
X	<ul style="list-style-type: none"> • More advanced practice of profession based discipline.
Y	<ul style="list-style-type: none"> • Accountable to a key position in state government such as an agency head or deputy director, where actions taken on this position's advice are critical to agency outcomes. • Impact on security, liability and agency viability.

Decision Making and Policy Impact

The following are definitions for evaluating the second factor in Profession-Based Individual Contributor positions:

This evaluation factor measures the primary area of effect and what authority is given to the position? Where does that authority come from? Statutes, regulations, delegation from a higher-level?

Ratings	Description/Example
1	<ul style="list-style-type: none"> • Decisions are guided by regulations or clear policy. • Judgments are based on known and familiar precedents and dependable regulation.
2	<ul style="list-style-type: none"> • Decisions are guided by varying conditions within established policy or statute but not always made in the same way. • Discretion to make decisions grants a degree of latitude for adapting to varying situations. • Judgments are made in somewhat unknown and unfamiliar areas where there are few reliable precedents.
3	<ul style="list-style-type: none"> • Decisions are guided by statewide policy or broad, and in some cases, unique statute where legal precedent may be unclear, or where external forces/legislation are evolving or unsettled or decisions/judgments have a critical effect on agency viability. • Judgments are inventive/innovative where few, if any, precedents exist.

Nature of Management – Knowledge, Skills and Abilities

The following are definitions for evaluating the third factor in Profession-Based Individual Contributor positions.

This evaluation factor measures what a person in a position must know or must be able to do in order to fulfill all the requirements of job performance. As with Traditional Manager evaluations, there are four levels of Knowledge, Skills and Abilities that apply to Profession-Based Individual Contributor positions: Levels A, B, C and D.

Nature of Management – Knowledge, Skills and Abilities (KSAs)	
Bodies of Knowledge:	
<ul style="list-style-type: none"> • Management principles. • Scientific, technical. • Administrative. 	
Rating Code	Description/Example
A	Substantial competence in profession-based discipline.
B	Advanced level of expertise in a profession-based discipline.
C	Mastery of profession-based discipline.
D	Recognized mastery of a profession-based discipline, critical to the governmental purpose of the state.

Level A:

Competence is required in a profession-based body of knowledge for advising and consulting with administrators and policy makers on application and development of regulations and statutes for effective agency operation.

Positions allocated to this level are distinguished from those at higher levels in that these positions do not require extensive experience and supplemental professional training required in higher-level positions.

Level B:

The key purpose of these positions are to provide expert support to the mission of an agency or division of an agency. These positions typically do not supervise the work of others as a significant component of job content. They may serve as lead or may oversee the work of support staff, but those job elements are incidental to the essential purpose of the position.

Alternatively, these positions may require extensive knowledge of how to develop and deliver services and programs to a specific population. This would be acquired through experience and association with those populations and their specialized programmatic requirements. This level of expertise may include mastery of a program area.

Level C:

Individual contributor positions at this level are intended to perform at an advanced level in the profession-based discipline to which they are assigned. In some agencies, this level position is the most senior or represents the highest level of professional expertise in consulting and advisory work. Although the position is not typically supervisory in nature, the position may serve as lead or senior advisor over other profession-based positions.

Positions at this level are looked to by agency administrators for expert guidance in areas involving statutory law, administrative regulations, technical, scientific and human services. In some agencies, these positions may be the senior technical position in fields such as information technology, management of complex grants, or long-range financial management and, as such, may carry a key managerial role of a small staff. Positions allocated to this level are educated, trained and experienced in fields such as: law, science, technology, medical, dental and related health care fields, including psychology or psychiatric practice; engineering, and other fields typically requiring advanced education and licensure or professional certification.

These positions provide advice and consultation in such areas as interpretation of laws, statutes and regulations applied to an agency's services and operations; effective and appropriate treatment and care of agency clients or patients; development of long-term

strategies for sustainable resource management and state-wide infrastructure; and strategic financial management initiatives.

Additionally, positions at this level have the ability to analyze practical situations and applications of the profession-based disciplines to the specialized needs of the agency and to provide useful advice and guidance to agency administrators at an advanced level of expertise. It also has the ability to provide strategic guidance to agency administrators for effective long-term agency performance.

Level D:

Positions at this level represent the highest level of professional consulting and advisory work within most state agencies. They are expected to advise senior administrative officers on highly technical and policy-sensitive issues having strategic impact on direction of agency management. Although these positions are not supervisory in nature, the positions may serve as lead or senior advisors over other profession-based positions.

Positions at this level are expected to be recognized masters in their fields of profession-based expertise. They have a very significant impact on agency direction, policy development and forward-thinking plans for agency functioning.

Furthermore, the position's consultative work is with the highest level of administrators, directors and agency secretaries in developing strategic plans and critical organization direction.

Appendix A – Definitions to assist in determining WMS inclusion

Administer – Has full scope of authority and responsibility to plan, manage, direct and carry out all aspects of a program or a policy.

Agency Subdivision – Formally identified organizational section of a state agency.

Control – To exercise power or authority.

Exercise Authority – Authorized to initiate, determine, direct, and enforce actions within designated area of responsibility, and is accountable for results.

Formulate – Devise and develop a strategic direction on behalf of an organization.

Function Above the First Level of Supervision – Second line supervisor or above; or Individual practitioner of a recognized discipline or profession that uses advanced expertise to accomplish specific agency strategic goals.

Independent Judgment – Involves the comparison and evaluation of possible courses of conduct and acting or making a decision after the various possibilities have been considered. Authority to make independent choice in matters of significance, free from immediate direction or supervision.

Manage – Organize and direct activities and resources to achieve clearly defined objectives.

Matters of Significance – The level of importance or consequence of the work performed to the management or general business operations of the employer or of the employer's customers.

Personnel Resources – Applies to an entire workforce in a physical office location.

Primary Duty – The position exists to perform the identified functions.

Statewide Policy – A written standard, rule or agency strategic practice that impacts the entire agency, or all agencies/employees, or the public.

Statewide Program – A designated agency business function with activities, goals, objectives, deliverables, and evaluation of results that impacts the entire agency, or all agencies/employees, or the public.

Substantial Responsibility – Independently accountable for impacts resulting from action taken or failure to act that have significant consequences for the agency or the public.

Strategic – Long-term planning, monitoring, analysis and assessment of what is necessary for an organization to meet identified goals and objectives.

Tactical – Short-term, day-to-day and operational decision making where the best methods are chosen for the situation that arises, rather than following a standard procedure.

Appendix B – Inclusion criteria - examples of WMS vs. WGS

When there is a current WGS job classification that is an appropriate fit for the position, the default determination should be to the WGS job classification.

Definition 1 – Formulates statewide policy or directs the work of an agency or agency subdivision.

Examples of what meets WMS threshold versus a WGS classification:

WMS Manager	WGS Classification
<u>Deputy of a small agency or commission:</u> Serves as the Agency Operations Deputy or Administrative Division Director and manages all the agency administrative functions and/or sets policy for the agency in the program areas of responsibility.	N/A
<u>Adjudicative Process Manager:</u> Makes binding decisions on matters of law, benefits, or formal rules.	<u>DDS Adjudicator 3:</u> Makes decisions that can be appealed on matters of benefits.
<u>Chief Economist:</u> Speaks for the agency on matters related to data the agency provides to the public for tracking such things as the unemployment rate of the state.	<u>Research Analyst 1:</u> Reviews, compiles and analyzes data for reports and management decisions.

Definition 2 – Administers one or more statewide policies or programs of an agency or agency subdivision.

Examples of what meets WMS threshold versus a WGS classification:

WMS Manager	WGS Classification
<u>Assistant Division Managers:</u> Manages a specific subprogram or subdivision and is the final authority for their area of responsibility.	<u>Program Specialist 5:</u> Expert level professional with technical or other program responsibility where they research, analyze and identify complex issues.
<u>Specialty Compliance Chief:</u> Overall policy and program responsibility on a statewide basis for their specified area.	<u>Compliance Specialist Supervisor:</u> In the Dept. of L&I, supervises and coordinates the activities of regional inspectors and Industrial Relations Agent(s).

Definition 3 – Manages, administers, and controls a local branch office of an agency or an agency subdivision, including the physical, financial or personnel resources.

Examples of what meets WMS threshold versus a WGS classification:

WMS Manager	WGS Classification
<u>Community Service Office Administrator:</u> Highest-level manager at the location for which it is responsible. Includes responsibility for financial and medical programs, personnel resources and the physical location.	<u>Social Service Specialist 4:</u> First line supervisor responsible for immediate staff service delivery and resources. No oversight of other site programs such as financial, physical location or business management of the location.
<u>Workforce Office Administrator:</u> Serves as the final authority and person accountable for the programs and services delivered at a specific Work Source site. Has the responsibility for budget, personnel and facility usage.	<u>Work Source Specialist 6:</u> Responsible for the oversight of day-to-day office operations for a regional office. Or manages, directs, and coordinates region-wide special projects, programs or contracts for a regional office.

Definition 4 – Has substantial responsibility in personnel administration, legislative relations, public information, or the preparation and administration of budgets.

Examples of what meets WMS threshold versus a WGS classification:

WMS Manager	Classified Supervisor or Staff
<u>Labor Relations Manager</u> : Designated as the Labor Relations point of contact for an agency. Requires a high degree of knowledge of labor law, negotiation practices, and union/management interactions and is designated by the agency head as his/her designee for grievance, arbitration and other responses/direction.	<u>Human Resource Consultant 3 or 4</u> : Primary program point of contact for routine operational interpretation of the provisions of a collective bargaining agreement. Present during grievance meetings to support supervisors or appointing authorities. Typically, is not designated by the agency head as his/her designee for grievances or arbitration.
<u>Budget Manager</u> : Defines, develops and implements agency guidelines; formulates program goals and objectives; integrates internal and external program and policy issues; evaluates and modifies program standards/processes for compliance with policy, law, and objectives; coordinates agency fiscal notes; and facilitates internal and external budget issue communications.	<u>Budget Analyst 4</u> : Positions generally are a supervisor or expert. Supervisory positions must supervise lower level budget staff and provide budget analysis, development and monitoring of capital or operating budgets, and position or fiscal allocation control. Expert positions may lead lower level staff and provide department consultative and budget services on complex inter-agency programs.
<u>Communications Manager</u> : Responsible for the agency internal and external communications activities. Expertise includes experience and training to respond to highly political and sensitive issues, creates strategic communication plans to support agency priorities and responds to emergency communication needs.	<u>Communications Consultant 4 or 5</u> : Positions draft and recommend communications for final review/approval by others. May be the primary point of contact for a specific area, such as an agency newsletter, website or other communication tools. Works within a set parameter, recommends or drafts communications for others to evaluate and finalize.

Definition 5 – Functions above the first level of supervision and exercises authority that is not merely routine or clerical in nature and requires the consistent use of independent judgment.

Examples of what meets WMS threshold versus a WGS classification:

WMS Manager	WGS Classification
<u>District Manager</u> : Manages implementation of policy for service delivery and manages all of the programs of the agency that are present at their geographic location. Second line supervisor for the program staff.	<u>Office Manager</u> : Plans, organizes, assigns and supervises varied and extensive processing and service unit and related central office activities.
<u>Internal Auditor/Director</u> : Manages and directs the full range of internal audit activities for the agency. Facilitates the establishment and continuation of the Internal Audit vision, is the primary business advisor and oversees risk mitigation for agency operations. The position supports the accomplishment of strategic objectives by helping to ensure that established financial, operations and compliance practices, and the related controls, are adequate and operating effectively, efficiently and economically.	<u>Auditor 6</u> : Supervisory level that has delegated authority to select, train and develop staff. Assigns and directs the work to staff.
<u>Risk Manager</u> : Position manages and supervises all agency safety and risk programs. Responsibility for evaluating and mitigating agency wide risk, including enterprise risk management duties.	<u>Safety Officer 3</u> : As Senior level safety specialist, advises other safety officers and agency administrators in the area of expertise and reviews integrates requirements of complex regulations with the business needs of the entire agency.

