

**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
<b>W</b> 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.	<b>437</b>	<b>469</b>			<b>501</b>	<b>560</b>						
<b>X</b> 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.						<b>589</b>	<b>724</b>			<b>618</b>	<b>790</b>	<b>995</b>
<b>Y</b> 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.											<b>856</b>	<b>1187</b>

**(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.