



# Inclusion and Job Value Assessment Evaluator’s Handbook (version 1.2)

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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
1.2	12/1/2011	Update DOP to OSHRD, update Various email addresses, and minor housekeeping	Melia Olsen
1.3	4/19/2013	JVAC Tool Rating Inversion Explanation	Angie Hogenson

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## Introduction

The Washington Management Service (WMS) is designed to ensure decentralized, streamlined personnel administration for management positions. Within the general parameters of the WMS rules (WAC 357-58), each agency has the flexibility to adopt and carry out its own policies regarding compensation, recruitment, selection, training, etc.

As of April 2011, this handbook replaces any other materials you have related to the Washington Management Services (WMS). This includes information such as prior inclusion guidance, tools to evaluate a position for band placement, and the prior WMS Handbook.

This portion of the 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. General comments concerning the WMS handbook should be directed to [ClassandComp@ofm.wa.gov](mailto:ClassandComp@ofm.wa.gov).

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### **Background**

Washington Management Service (WMS) was created in 1993 and resulted in the elimination of 350 unique job classes (e.g., Personnel Manager, Financial Manager, and IT Manager). The program received national recognition from Governing Magazine, the National Association of State Personnel Executives and the Council of State Governments.

WMS has been an ongoing target of criticism from both employee organizations (unions) and legislators. The criticism stems from a perceived lack of transparency, consistency, oversight, accountability for agency pay practices, and required managerial skill development, as well as program growth. In 2005, the Governor's Mid-Management Reform Initiative required the elimination of 1,000 manager positions by June 2007 (most positions were WMS). Since then DOP, now OSHRD, has been monitoring WMS while actively managing its growth and assessing the need for additional central controls.

In December 2009, Department of Personnel (DOP) Director Eva Santos asked HR Directors to develop and recommend a uniform, enterprise-wide process for the inclusion and placement of WMS positions to improve accountability, transparency, and consistency of WMS as a whole. Administrative Process and Inclusion Criteria workgroups were formed with leadership and representation from the state HR community.

By spring of 2010, these groups made recommendations on changes to rules, processes, tools, inclusion guidance and training for WMS committee members.

New rules were heard at the November 10, 2010 DOP Director's meeting. Those rules went into effect April 1, 2011.

WMS coordinators for each agency were identified in October 2010. In November and December of 2010 training was held on the new tools, rules and processes.

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**Summary of the changes and improvements made to WMS**

<b>Pre-Changes</b>	<b>Post Changes (complete by spring 2011)</b>
No enterprise control prior to July 2007	In November 2009, DOP Director revised enterprise wide control point for current biennium to 7.5%
Limited monitoring	DOP began monitoring WMS use through agency control points in July 2007; agencies above control point required to report in their HRM report. In 2012 agencies will begin submitting a detailed WMS activity report annually
WMS Performance pay (on a limited basis) permissible without Performance Management Confirmation	Expedited approvals for WMS performance pay that were not approved through Performance Management Confirmation rescinded in January 2010
Agencies established evaluation and inclusion processes, no consistency across the enterprise	Each agency must submit evaluation and inclusion procedure to DOP for approval
Evaluation committees determined solely by agency, with no external involvement or criteria for committee members	Evaluation committees must include at least three representatives, one from HR, one manager and one representative from another agency; WMS Coordinators must be from Human Resources
No training required for agency committee members or WMS Coordinators	All evaluators required to receive WMS training; ongoing training to be provided by DOP
No external auditing	Results of a DOP prescribed agency self-audit submitted to DOP; periodic targeted audits completed by DOP and/or external representatives
Same evaluation (JVAC) tool and handbook used to evaluate Exempt and WMS jobs	Separate evaluation tools proposed for WMS positions (one for traditional managers and a separate one for individual contributors)
Same Position Description form for both Exempt and WMS jobs	Separate Position Description forms for WMS and Exempt
Lack of position information; difficult to determine and compare like positions in WMS	DOP established fifteen career categories (e.g., IT, HR, Finance, Engineering) and agencies coded positions in HRMS; DOP can centrally run data to determine usage of WMS

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### Supervisory vs. Managerial Tasks

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

	<b>Supervisor</b>	<b>Manager</b>
<b>Planning</b>	<ul style="list-style-type: none"> <li>• Short term scheduling of staff</li> <li>• Tactical</li> <li>• Production work</li> </ul>	<ul style="list-style-type: none"> <li>• Long range (typically greater than one year)</li> <li>• Strategic</li> <li>• Identifying assets, resources and people needed in the future</li> </ul>
<b>Organizing</b>	<ul style="list-style-type: none"> <li>• Assigning people to tasks</li> <li>• Day to day</li> <li>• Close to the work and the people</li> </ul>	<ul style="list-style-type: none"> <li>• Determining outcomes and resources needed to achieve long-term goals, while aligning and allocating them in a constructive way</li> </ul>
<b>Leading</b>	<ul style="list-style-type: none"> <li>• Giving work direction</li> <li>• Training, coaching in job, tasks and skills</li> </ul>	<ul style="list-style-type: none"> <li>• Setting goals and directions</li> <li>• Making sure people know what to do and how to do it</li> <li>• Defining why the organization exists</li> <li>• The higher a manager is in an organization , the more involvement position has in defining mission and purpose at a strategic level</li> <li>• Encouraging and influencing people to adopt the organization's purpose</li> </ul>
<b>Controlling</b>	<ul style="list-style-type: none"> <li>• Checking and correcting work</li> <li>• Monitoring day-to-day operations</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewing results compared to the business plan and mission</li> <li>• Remote from where the work is done</li> <li>• Initiating rewards for exceptional performance</li> <li>• Initiating corrective or disciplinary action to improve performance</li> </ul>
<b>Budgeting</b>	<ul style="list-style-type: none"> <li>• Monitoring expenditures against approved budgets</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes and approves budgets</li> </ul>

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## **Guidelines for WMS Coordinators and Evaluators**

As a WMS coordinator, key roles include:

- Ensuring compliance with WMS rules in your agency.
- Providing training to agency WMS committee members.
- Chairing evaluation committee meetings.
- Serving as a liaison between your agency and OSHRD for matters related to WMS.
- Serving as your agency's expert on WMS.
- Participating on audit teams as requested by OSHRD.
- Helping to provide accountability, consistency and transparency with WMS.

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

The work of job evaluators is very important for assuring fairness in determining whether positions should be included in WMS and when allocating positions to WMS levels. Evaluators' work not only carries a large responsibility for care and accuracy in measuring job values, it also is complex work. The definitions and examples provided in the later sections of this handbook are intended to help evaluators achieve accuracy and consistency. This section is intended to provide useful suggestions for making the work of job evaluation less complicated.

### **1. Job Information**

Accurate and consistent job evaluation is completely dependent on good job information! It is impossible to measure something that is not well defined. The position descriptions provided by position incumbents, with reviews by their supervisors, are critical to this process. Therefore, evaluators must encourage – insist on – obtaining relevant and accurate job content information from descriptions of positions they are asked to measure for very important compensation decisions.

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### **The Evaluator's Challenge**

As an evaluator, a principal challenge is to extract from job descriptions and supportive information exactly what a position requires of an incumbent. What does it take to do this job? What outcomes must an incumbent answer for? (Remember: Positions may affect outcomes or control outcomes and we need to determine which is accurate.) What authority is granted to the position for deciding and planning how to proceed? What is the scope of the position's effect – its impact on results? What must an incumbent know or be able to do to fully perform all the job's requirements?

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

Thus, evaluators become investigators of truth, substantiation and logic regarding the actual content of jobs. They are always searching for information that will assure fairness in alignment of WMS positions.

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### Definition of Manager

The definition of "Manager" is defined in statute 41.06.022 as any employee who:

- (1) Formulates statewide policy or directs the work of an agency or agency subdivision;
- (2) Is responsible to administer 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; or
- (5) Functionally is 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 the WMS may be included in a collective bargaining unit established under RCW [41.80.001](#) and [41.80.010](#) through [41.80.130](#).

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### **Inclusion Criteria**

This portion of the handbook is intended to assist evaluators in determining inclusion in WMS.

### **Considerations and resources needed**

To determine whether a position should be included in the WMS, WMS Coordinators and committee members should consider the following factors and resources:

- The definition of “manager’
- The agency’s WMS control point
- WMS definitions and inclusion criteria
- Supervisory vs. managerial tasks
- Agency Inclusion and Evaluation Procedure

Results should be documented by the WMS coordinator on the WMS Position Evaluation Summary form.

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### **Reviewing positions for possible inclusion in WMS**

A position must meet at least one of the five definitions of manager to be included in WMS (outlined in RCW 41.06.500 and WAC 357-58-035). This is determined by:

- reviewing all position documentation and information;
- making a clear and direct link to at least one of the definitions; and
- reviewing appropriate Washington General Service (WGS) classifications by examining descriptions of work to determine if the position is best allocated in WGS or meets the threshold to be included in WMS.

The diversity of state agencies, their goods, services and business demands flexibility to meet their individual business models. WMS can be applied based on agency business models and organizational structure, considering factors such as single versus multi-functional areas, size/breadth of the organization, and elected versus Governor appointed agency heads. All of these factors will influence how WMS is applied to meet individual business needs.

The definitions are presented in this document with clarifying inclusion criteria bullets, glossary of terms used (Appendix A), examples (Appendix B), and any other resources to help agencies determine which of their positions are most clearly allocated to this classification system.

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### **WMS Definitions and Inclusion Criteria**

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

- Devises or 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 small or medium sized agencies or directs a major subdivision in the largest agencies.

**Notes:** Positions that include responsibility to formulate statewide public policy or agency strategic direction through policy approaches may be included under this definition.

This definition of manager is also intended for the highest level authorities within the agency. These positions are appointing authorities or executive management for the agency. In smaller agencies the deputy directors and/or assistant directors may have the responsibility and authority to set public policy.

This definition may not be applicable for all agencies as many positions that fit within the definition component referring to “directs the work of an agency” will be included in exempt management service or are otherwise statutorily exempt.

#### **Definitions:**

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

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

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

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### **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 goals and strategies that carry out strategic statewide, agency or agency subdivision objectives, including the authority to change course or direction to meet objective;
- 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.

**Notes:** This definition is intended for positions that implement public or agency wide policy that is generally agreed to or set at an executive level. These positions will 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 may 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 board or commission activities

#### **Definitions:**

**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.

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

**Statewide Program** – A designated agency business function with activities, goals, objectives, deliverables, and evaluation of results.

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#### **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

**Notes:** A branch office is located away from the principal office of an agency or agency subdivision and includes within it implementation of the 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, liquor store, or similar facility would probably not meet the definition of local branch.

These positions may have program responsibility for all programs represented within the branch office, or may have responsibility for management of a single program decentralized to a region. Position may be an appointing authority.

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

#### **Definitions:**

**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.

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

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

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

- 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.

**Notes:** Only positions with substantial responsibility for and that exist 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.

#### **Definitions:**

**Substantial Responsibility** – The position exists to perform the identified functions and is independently accountable for impacts resulting from action taken or failure to act that has significant consequences for the agency or the public.

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### **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**

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 organization. It
  - Establishes standards on agency business practices and/or programs;
  - Is authorized to negotiate and bind the agency on matters of significant impact;
  - 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;
  - Or makes decisions and distributes funds and/or speaks for the agency.
- 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.

**Notes:** This definition includes a dual track component for supervisors of supervisors and for comparable non-supervisory level positions that require the consistent use of independent judgment and that 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.

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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).

### **Definitions:**

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

**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. Has the authority to make independent choices free from immediate direction or supervision.

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### **Traditional Manager vs. Individual Contributor – Which tool to use when?**

This portion of the handbook is designed to assist evaluation committees apply the Job Value Assessment Chart (JVAC) to evaluate WMS positions.

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

A common theme expressed regarding use of the prior JVAC tool was the difficulty applying the tool to evaluate managers who did not supervise staff. This was a primary driver in creating a tool for use to evaluate management positions that are individual contributors.

The majority of WMS positions are traditional managers; they are involved in managing programs, budgets and staff. Although, not an absolute, if a position supervises staff, the Traditional Manager JVAC tool should be utilized.

A number of other management positions exist based on expertise necessary for an agency's specific operations (examples may include: law, scientific or technical expertise). This expertise may be acquired through an advance 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 a staff. The primary reason for their existence is due to their area of expertise. For these types of positions, evaluators should utilize the Profession-based Individual Contributor JVAC Chart 2.

If they do not supervise staff, you should utilize the Individual Contributor JVAC tool. If a management position supervises a small number of staff, and this supervision is **not the basis for their inclusion in WMS**, then the Individual Contributor JVAC tool would probably be most appropriate. Jobs that are included in WMS based upon definition 5 are likely to be individual contributors.

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### **Use of Medical Bands (WMS and Exempt)**

WMS positions requiring an M.D. or medical profession equivalent (e.g., DDS, ND, etc) are allocated and evaluated to the Medical band.

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 Director of the Office of the State HR Director. Such items are handled administratively and do not require action at a Director's meetings.

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### Applying Job Information to the Rating Factors

#### a. Accountability

This factor is the most important element to be considered. As an evaluator, for each position you are evaluating, you should first ask: "Why does the position exist? In terms of results, what is an incumbent in the job expected to produce?" In making a judgment about this question, start with another question: "What does this position affect?" Is it programs that support citizens? Or regulatory enforcement that protects citizens or the environment? Or is it administration of institutions that are necessary for the good of society? Or is it administration of operations and facilities? Or is it management of financial resources?"

Once you have identified the position's role, try to measure the size and scope of its effect. For example, is it a local or district service office operation? Or is it a program providing statewide benefits that amount to many millions of dollars? Or is it a regulatory area generating substantial annual revenues? What is the scope of effect?

After identifying why the job exists and the scope of the job's impact on organization results, it is necessary to define the manner in which the job affects outcomes – how does the job impact results? For example, in an environmental agency, an administrator may be directly accountable for the cost of enforcement staff. That would be considered direct accountability for that cost. 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 job'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 help also 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 on the level of decision-making and policy influence of the position. 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 job's requirements.

#### b. Decision-making and Policy Impact

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This factor is very important in helping to define the scope of a position's effect and suggests the bodies of knowledge that an incumbent must possess in order to perform all the job'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. How significant are the decisions? What constituencies, populations or client-bases are affected? What is the long-term effect of the decisions? Are they for planning the staffing of an office one month in advance or are they for developing strategic initiatives for how an agency will function several years in the future?

Coming to grips with these issues will help you to make a logical and appropriate evaluation of this element.

#### **c. Required Knowledge, Skills and Abilities**

Once you have measured - - -

- **Accountability – what it is that a position is expected to contribute to the effectiveness of an agency or other state entity and to its mission and purpose;**
- **Decision-making and Policy Impact – the decisions, plans, analyses needed to determine how to move forward,**

- - - you will have a logical and sound basis for measuring what a person must know or be able to do in order to make rational and intelligent decisions and judgments, and to take actions for effective performance.

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;

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- Intellectual or manual skill – the practical ability to perform tasks ranging from uncomplicated to exceptionally complex or delicately skillful. The work of a surgeon exemplifies both: Knowing what to do combined with knowing precisely how to do it. Among the positions included in WMS, there are many examples of positions in scientific and technical areas that require an incumbent to understand why an action is required and to have the practical skill to figure out how an action should be taken.
- Specialized fields of knowledge and abilities – in state service there are a number of jobs included in WMS that require unique bodies of knowledge that are acquired after 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 services. In other cases, the cultural environment of some groups of clients and citizens requires a unique sensitivity to cultural values. This familiarity can only be acquired through personal experience, but its application to a position's work is no less professional. 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's another consideration that can help you in assigning levels of knowledge, skills and abilities (KSAs):

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. Thus, the thinking challenge tends to be uncomplicated and follows a similar pattern.

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.

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### Traditional Manager (JVAC Chart 1)

#### 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 are JVAC definitions for traditional management positions.

#### **Accountability – Scope of Control and Influence\***

\*The term “influence” is used to describe one kind of effect that some positions have on results. Positions with a facilitative role in an organization tend to have a supportive impact on organizational outcomes without being directly accountable for organizational results. Line management positions, in contrast, usually are held directly accountable for results under their control.

Rating Code	Traditional Manager
W	<ul style="list-style-type: none"><li>• Direct supervision</li><li>• Accuracy of staff work</li><li>• Could be 1st level supervisor</li></ul>
X	<ul style="list-style-type: none"><li>• Program management</li><li>• More emphasis on delivery</li><li>• Development of program</li><li>• Determines how to deliver the program from the point of delivery forward</li><li>• Could be multiple programs</li></ul>
Y	<ul style="list-style-type: none"><li>• Impact is broad, could be statewide</li><li>• Statewide constituency is large</li><li>• This position is accountable for outcomes of an organization</li></ul>

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The following are guidelines for evaluating the second factor in Traditional Manager positions:

### Decision Making and Policy Impact

Ratings	Description/Example
1	<ul style="list-style-type: none"> <li>• Decisions are guided by regulations or clear policy</li> <li>• Judgments are based on known and familiar precedents and dependable regulation</li> </ul>
2	<ul style="list-style-type: none"> <li>• Decisions are guided by varying conditions within established policy or statute but not always made in the same way</li> <li>• Discretion to make decisions grants a degree of latitude for adapting to varying situations</li> <li>• Judgments are made in somewhat unknown and unfamiliar areas where there are few reliable precedents</li> </ul>
3	<ul style="list-style-type: none"> <li>• 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</li> <li>• Judgments are inventive/innovative where few, if any, precedents exist</li> </ul>

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The following are guidelines for evaluating the third factor in Traditional Manager positions:

<b>Nature of Management – Knowledge, Skills and Abilities (KSA's)</b>	
<b>Bodies of Knowledge:</b> Management principles Scientific, technical Administrative All are concepts, familiarity with information	
Rating Code	Description/Example
<b>A</b>	Basic level includes full grasp of principles and concepts and practices of a profession-based body of knowledge
<b>B</b>	Advanced practice of a profession-based body of knowledge
<b>C</b>	Mastery/expertise practice of a profession-based body of knowledge
<b>D</b>	Exceptional grasp of a profession-based body of knowledge

### **Level A:**

The focus of positions at this level is on direct supervision of people and tasks. These positions require knowledge and application of basic management principles. They may also require application of technical and program service delivery subject matter expertise.

Management challenge is primarily tactical (short term, day-to-day) and task-focused.

May manage first-level supervisors or lead workers, but typically manages individual staff members.

May determine and plan the work to be done by staff members who report to the position and may participate in setting goals and objectives for program delivery and operational services and in determining required resources.

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### **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 work flow, 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.

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### **Level B:**

Positions at this level typically manage 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.

Scope of work typically extends beyond day-to-day issues and activities with substantial influence on longer range outcomes.

Positions at this level normally organize and direct the use of multiple resources such as human resources, facilities and equipment, and allocate funding resources. These positions may operate with the granting of and accountability for application of statutory, regulatory or enforcement authority.

These positions 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.

Positions at this level have a 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 is required.

A university degree in a related field or extensive experience in a technical field acquired through membership or association with a unique field of knowledge is typically required.

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Comprehensive technical knowledge of the programs, services and regulatory enforcement requirements under the position's direction is required.

Comprehensive knowledge of regulations and specific statutes affecting the services and enforcement actions of the work unit is required.

Strong capability for developing plans, goals and objectives for effective work unit performance and for communicating those to work unit staff and supervisors.

Strong knowledge of techniques of measuring performance and of redirecting efforts toward work unit goals and objectives is required.

A strong capability to analyze work and service delivery situations and to make decisions appropriate for the conditions is required.

#### **Level C:**

Positions at this level typically manage an entire program or a complete business segment of an agency or department with significant impact on the agency's business purpose, client base or mission. Positions at this level also may include those that manage critical or exceptionally large programs essential to an agency's mission, but who do so without large staff organizations.

These positions develop strategic operating plans, goals and objectives for their divisions that determine how their organization units and their programs of service and regulatory enforcement will function well into the future. They have impact on service design and delivery and citizen needs going forward.

Management of human resources is typically through other managers and supervisors.

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### **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 in order to assure long-term effectiveness of such programs for clients and citizens is required.

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 is required.

### **Level D:**

These positions typically manage major organizational departments, divisions or agency-wide functions where actions significantly affect the overall operation and strategic purpose of an agency.

These positions normally report to an agency deputy secretary or director and are actively involved in developing and carrying out agency policy and directing agency or large divisional or departmental operations.

### **Knowledge, Skills and Abilities:**

Professional mastery of practices and principles of management of large and complex organizations and resources, such as human, financial and physical toward effective and efficient organization functioning.

Capability of creating long-range plans and goals and allocating resources to achieve those goals.

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### **Evaluation Process and Point to Band Translation (Same for Both Charts)**

The evaluator begins the evaluation first by assessment of the position's Accountability on the left column of the JVAC chart. Once determine, the evaluator then assesses the position's Decision Making and Policy Impact across the top of the JVAC, and lastly Nature of Management at the bottom of the JVAC. The end result occurs with the selection of a single point value. The actual evaluation, for example is expressed as a combination of the letters and numbers used (e.g., W1A-437). This is called the job profile.

- W – represents the “Accountability – Scope of Control and Influence”
- 1 – represents the “Decision Making and Policy Impact”
- A – represents the “Nature of Management – Knowledge, Skills and Abilities”
- 437 – represents the point value assigned to the position

Portions of the chart are blacked out. They represent combinations of job factors that are inappropriate or unlikely management responsibility combinations.

Through experience and the use of “anchor” classes, relationship patterns between the assessment categories will emerge to further guide agencies in their evaluations.

The concept of broad banding calls for grouping management positions into broad salary range categories. Less emphasis is placed on “finite” job responsibility differences and resultant salary range determinations. Consequently, jobs that had different salary ranges under the Washington General Service (WGS) job slotting/factor comparison method may be in the same WMS salary band, perhaps at the same points, although typically at different salaries. The same could be true of management positions where one level supervises another, since the maximum salary spread of each band is much larger than the spread within each salary range used in the WGS. The total points given a position and salary will differentiate individual employees with a band.

Broader salary bands do not mean that assessment and accurate placement are less important. Every effort should be made to understand the important elements being

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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.

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

Refer to Appendix C to view the current WMS Salary Structure. More information and guidance on salary setting will be coming soon.

### **JVAC Tool Rating Inversion Explanation**

When the JVAC tool was designed, the decision on the weight assigned to each job dimension was made based on what was considered the most valuable by the State. An example of how the applicable weights impact the job's point value is found in ratings X2C at 724 points and X3B at 618 points. 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 the value of the job. In our case, the nature of management and KSA's has been given greater weight than the policy dimension. Therefore, the juxtaposition of the ratings is correct. Having a gap in the rating numbers is also correct. The gaps in a rating chart are typically normal and deliberate.

Note: The decisions on ratings should never be based on the desired salary band; but, on the value the state places on the specific job dimensions.

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**Profession-based Individual Contributors (JVAC Chart 2)**

**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 are guidelines for using the JVAC chart designed for Profession-based Individual Contributor positions. This chart has somewhat different definitions of evaluations than those for Traditional Manager positions.

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

**Accountability – Scope of Control and Influence**

**(See definition of “influence” on page 22 of this Handbook.)**

<b>Rating Code</b>	<b>Individual Contributor</b>
<b>W</b>	<ul style="list-style-type: none"><li>• Advice and consultation at a basic level but profession-based level (founded on a learned discipline)</li><li>• Cultural experience that permits a person to do an effective job with constituents. (e.g., Native American/Tribal)</li></ul>
<b>X</b>	<ul style="list-style-type: none"><li>• More advanced practice of profession based discipline</li></ul>
<b>Y</b>	<ul style="list-style-type: none"><li>• Accountable to a key position in state government where actions taken on this position's advice are critical to agency outcomes</li><li>• Impact on security, liability and agency viability</li></ul>

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

### Decision Making and Policy Impact

Ratings	Description/Example
1	<ul style="list-style-type: none"><li>• Decisions are guided by regulations or clear policy</li><li>• Judgments are based on known and familiar precedents and dependable regulation</li></ul>
2	<ul style="list-style-type: none"><li>• Decisions are guided by varying conditions within established policy or statute but not always made in the same way</li><li>• Discretion to make decisions grants a degree of latitude for adapting to varying situations</li><li>• Judgments are made in somewhat unknown and unfamiliar areas where there are few reliable precedents</li></ul>
3	<ul style="list-style-type: none"><li>• 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</li><li>• Judgments are inventive/innovative where few, if any, precedents exist</li></ul>

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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.

<b>Nature of Management – Knowledge, Skills and Abilities (KSA's)</b>	
<b>Bodies of Knowledge:</b> Management principles Scientific, technical Administrative All are concepts, familiarity with information	
Rating Code	Description/Example
<b>A</b>	Basic level includes full grasp of principles and concepts and practices of a profession-based body of knowledge
<b>B</b>	Advanced practice of a profession-based body of knowledge
<b>C</b>	Mastery/expertise practice of a profession-based body of knowledge
<b>D</b>	Exceptional grasp of a profession-based body of knowledge

### **Level A:**

This level of knowledge, skills and abilities typically requires a Bachelor's or Master's degree in a profession-based discipline, but also may include fields of expertise necessary for an agency's specific operations that are acquired through personal association and familiarity with specialized practices such as those involved in protection of natural resources or application of policies and programs for citizens of distinct ethnic heritage or other specialized needs. 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.

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Positions allocated to this level are distinguished from those at higher levels in that these positions rely on education and credentials but the professional demands 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.

Positions at this level require competence in a profession-based discipline typically requiring an advanced degree and additional experience, or a license or certification qualifying the incumbent to practice at a professional level of expertise in the designated field. Alternatively, these positions may require extensive knowledge of how to develop and deliver services and programs to a specific population which 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 matters as well as complex issues of enforcement actions. 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,

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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 and 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 law, statutes and regulations applied to an agency's services and operations; effective and appropriate treatment and care of agency clients and patients; design and development of computer systems and other technical applications for use in agency management; development of long-term strategies for sustainable resource management and state-wide infrastructure; and strategic financial management initiatives.

#### **Knowledge, Skills and Abilities:**

Typically, an advanced degree in a profession-based discipline directly related to the field of expertise required of the position. These likely would include: JD, PhD, Masters or other professionally-recognized academic credentials, together with licensure or professional certification in the field of expertise required of the position. Combinations of academic achievement in addition to extensive training and experience in the professional fields in which the position is expected to practice may provide the necessary preparation for this level of profession-based practice.

At this level of professional practice, the position requires several years of proven performance in the application and conduct of the professional disciplines required of the position.

The position has 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.

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### **Level D:**

Positions at this level represent the highest level of professional consulting and advisory work within most state organizations. 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.

Mastery of a complex profession-based discipline where its application is critical to an agency's viability and sustainability and to the effective delivery of services to a statewide citizenry is essential to the purpose of the agency. The position's consultative work is with the highest level of administrators, directors and agency secretaries in developing strategic plans and critical organization direction.

### **Evaluation Process and Point to Band Translation**

See pages 29-30 of this handbook (process is the same for both charts).

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### 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, free from immediate direction or supervision.

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

**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 or 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.

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

**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>Claims Adjudicator:</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:</u> Reviews, compiles and analyzes data for reports and management decisions.

\*Description of typical duties and responsibilities that would meet WMS inclusion criteria

\*\*If there is a corresponding position, that which appropriately falls in Washington general service rather than meeting the WMS threshold

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**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:**

<b>WMS Manager</b>	<b>WGS Classification</b>
<u>Asst. Division Managers:</u> Manages a specific subprogram or subdivision and is the final authority for their area of responsibility	<u>Program Specialist:</u> Senior 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 Specialty Supervisor:</u> In the Dept. of L&I, supervises and coordinates the activity of regional inspectors and industrial relations agents.
<u>Arts Program Manager:</u> Manages a specific art program, such as folk art, on a statewide basis. Responsible for all program aspects including art acquisition and disposition.	<u>Procurement and Supply Specialist 4:</u> Supervises procurement and supply specialists or performs statewide procurement management of annual agreements. Daily purchases for client agencies, colleges, agency, political subdivision and non-profit corporations.

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**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:**

<b>WMS Manager</b>	<b>WGS Classification</b>
<p><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.</p>	<p><u>Social Service Supervisor:</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.</p>
<p><u>Unemployment Insurance Telecenter Mgr:</u> Accountable for the functioning and the meeting of performance measures of the Telecenter which includes day to day responsibility for budget, personnel, and facility usage.</p>	<p><u>Telecenter Supervisor:</u> Supervises claims taking employees and ensures excellent customer service, meeting of performance measures, and accurate and timely benefit payments.</p>
<p><u>Workforce Office Administrator:</u> Serves as the final authority and person accountable for the programs and services delivered at a specific WorkSource site. Has the day-to-day responsibility for budget, personnel, and facility usage.</p>	<p><u>Job Development Specialist:</u> Contacts area employers to market the services of the WorkSource Centers and to encourage employers to list jobs through the WorkSource Center. Takes job orders from employers and provides follow up services.</p>

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**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:**

<b>WMS Manager</b>	<b>Classified Supervisor or Staff</b>
<p><u>Labor Relations Mgr:</u> The work executed by a position designated as the Labor Relations point of contact for an agency, that 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.</p>	<p><u>Human Resource Consultant 3 or 4:</u> The work done by a generalist or specialist position which may be the primary program point of contact for routine operational interpretation of the provisions of a collective bargaining agreement. Position incumbents may be present during lower level grievance meetings to support supervisors or appointing authorities, is not the primary representative for the agency at arbitration nor are these positions regularly designated to represent the agency head for higher grievance levels. Decisions on non-routine issues are deferred to a higher authority.</p>
<p><u>Budget Mgr:</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.</p>	<p><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.</p>
<p><u>Communications Mgr:</u> Responsible for the agency internal and external communications activities. Expertise includes experience and training to be able to respond to highly political and sensitive issues, creates strategic communication plans to support agency priorities and responds to emergency communication needs.</p>	<p><u>Communications Consultant:</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.</p>

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**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:**

<b>WMS Manager</b>	<b>WGS Classification</b>
<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>Ombudsman:</u> Represents the interests of small business on public policy issues and delivery of services, including collaborating with other agencies, boards, and commissions on behalf of the director and small business to identify and resolve problems that affect multiple areas. The position works closely with businesses to provide information regarding workers' compensation insurance; technical assistance involving premium, risk classifications, experience rating, workplace safety and health, public safety services, worker economic protection services, and qualified workforce services.	N/A
<u>Chief Information Officer/Manager:</u> Provides technology vision and leadership for the	<u>ITAS 6:</u> Expert professional level as designated in writing by IT/IS management to

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<p>Information Technology needs of the agency. Manages IT assets for the agency, agency applications, email and computing procurement. Manages and controls the Information and Communications Technology Infrastructure management for internal agency support. The CIO represents the agency in statewide application initiatives and other enterprise venues that require external interaction with peers and other agencies.</p>	<p>provide technical and organizational leadership in a specialized area of technology. Incumbents possess advanced technical as well as business knowledge and grasp the overall impact of their specialty such that they are trusted by management to independently deal with high risk, high profile initiatives that may impact significant/fundamental public services.</p>
<p><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.</p>	<p><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.</p>