

## **Department Comments on Draft Class Specifications Administrative Management Study FY07**

We would like to thank everyone for providing feedback on the draft class specifications for the Administrative Management Study. The following departments responded in this review period: Revenue; Education & Early Development; Labor & Workforce Development; Natural Resources; Fish & Game; Health & Social Services; Environmental Conservation; Corrections; and Commerce, Community & Economic Development. Four of the responding departments provided no comments on the draft class specifications.

Recap of timeline:

03/07/07	Study classifiers receive agency feedback on draft definitions and distinguishing characteristics.
03/27/07	Revised Class Specifications distributed to agencies
04/06/07	Study Classifiers receive agency feedback on draft full specifications

### **DEPARTMENT COMMENTS**

#### **DEPARTMENT A:**

We have read over these draft specs several times and are quite pleased that our comments and suggestions have obviously been heard. This was an extensive rewrite of the job class and was done in a minimal amount of time. We are closer than ever to creating the professional job series that everyone has in mind.

With that being said, we have quite a few comments and suggestions. This in no way detracts from the hard work that you have done, it rather adds to it and maybe clarifies some areas a little better.

The first major area of concern for us was the MQ's. These are not consistent with other job classes in the state. For example, at the highest level degrees are not required. What other job class that isn't appointed doesn't require a degree at the highest level? At the lower levels there is not enough substitutions to take into consideration that there is more than one or two ways to gain the knowledge necessary to do the job. As it is our goal to have a professional series the following is the suggested MQ's:

#### **Administrative Assistant I:**

We agree with the one year of advanced level experience, but not the substitution is 36 credits of school work which is over a year of school. Since this is entry level the substitution should have more to do with being MOS Certified (Microsoft Office Specialist) or graduating from high school with a business diploma. Then add six months of advanced level experience. In other words, you are not taking into consideration the professional certificates that individuals can earn

without ever having to take a college course. These must be taken into consideration at the entry level. The substitutions should be all education or a combination of education and experience.

One year of advanced level experience performing specialized complex clerical work and/or a wide variety of administrative clerical services requiring independence, judgment and initiative in determining office needs, in prioritizing and organizing work, and in determining the appropriate action to be taken. This experience includes work such as Administrative Clerk III, Accounting Clerk II, Human Resource Assistant, and similar classes with the State of Alaska, or the equivalent with another employer.

OR Substitution:

High School Diploma in Business or closely related field and six months advanced level experience performing specialized complex clerical work and/or a wide variety of administrative clerical services requiring independence, judgment and initiative in determining office needs, in prioritizing and organizing work, and in determining the appropriate action to be taken.

OR Substitution:

MOS certified or other certification in a closely related field and six months advanced level experience performing specialized complex clerical work and/or a wide variety of administrative clerical services requiring independence, judgment and initiative in determining office needs, in prioritizing and organizing work, and in determining the appropriate action to be taken.

### **Administrative Assistant II:**

This is paraprofessional which should not at this point require a degree of any kind. We agree with the one year of advanced level experience, but not the substitution is 60 credits of school work which two years of college. Since this is a paraprofessional level position the substitution should have more to do with being MOS Certified (Microsoft Office Specialist) or graduating from high school with a business diploma. Then add six months of paraprofessional experience. In other words, you are not taking into consideration the professional certificates that individuals can earn without ever having to take a college course. These must be taken into consideration at this and at the entry level. The substitutions should be all education or a combination of education and experience.

One year of experience performing paraprofessional level duties in one or more administrative functional areas. This experience includes work such as Administrative Assistant I, Accounting Technician I, Human Resource Technician I, Supply Technician II, and similar classes with the State of Alaska, or the equivalent with another employer.

OR Substitution:

High School Diploma in Business or closely related field and six months of work experience performing paraprofessional level duties in one or more administrative functional areas.

OR Substitution:

MOS certification or other certification in a closely related field and six months of work experience performing paraprofessional level duties in one or more administrative functional areas.

### **Administrative Officer I**

This jumps way ahead of an entry level professional position by calling for a Bachelors degree right off. We still have an Associates degree, etc. to work our way up to a Bachelors. We suggest

An Associate's degree in business administration, accounting, or closely related field and two years of professional/administrative level experience providing administrative support to a business or organization.

OR Substitution:

12 college credits in, business administration, accounting, or closely related field, and four years of experience providing administrative support to a business or organization.

OR Substitution:

Certified Public Managers Certificate other professional certification in a closely related field, and three years of experience providing administrative support to a business or organization.

### **Administrative Officer II**

An Associate's degree in business administration, accounting, or closely related field and 30 additional college credits in business administration, accounting, or closely related field and two years of professional/administrative level experience providing administrative support to a business or organization.

OR Substitution:

90 college credits with at least 18 being in, business administration, accounting, or closely related field, and three years of experience providing administrative support to a business or organization.

### **Administrative Operations Manager I**

A Bachelor's degree in business administration, accounting, or closely related field and two years of professional/administrative experience, above the journey level, providing administrative support to a business or organization. The required experience includes work such as Administrative Officer II, Accountant III, Accounting Supervisor II, Human Resource Specialist II, Human Resource Technical Services Supervisors I, Procurement Specialist III, and Grants Administrator III, or similar administrative classes with the State of Alaska, or the equivalent with another employer.

OR Substitution:

An Associate's degree in business administration, accounting, or closely related field and 36 additional credits in business administration, accounting, or closely related field and three years of professional/administrative experience, above the journey level, providing administrative support to a business or organization.

### **Administrative Operations Manager II**

A Bachelor's degree and 12 graduate credits in business administration, accounting, or closely related field and One year of experience managing one or more administrative support functions that included supervising technical/paraprofessional or higher level employees.

OR Substitution:

A Bachelor's degree in business administration, accounting, or closely related field and Three years of professional/administrative experience, above the journey level, providing administrative support to a business or organization.

### **Administrative Operations Manager III**

A Master's degree in business administration, accounting, or closely related field and one year of experience managing one or more administrative support functions that included supervising professional employees.

OR Substitution:

A Bachelor's degree and 12 graduate credits in business administration, accounting, or closely related field and three years of experience managing one or more administrative support functions that included supervising professional employees.

In addition to these MQ's we would like to see that the Administrative Manager I, II, III etc. be placed as a substitute to grandfather people in who may not possess the education at this point in time. For example, if an Administrative Officer is going to be a range 15, we would like to see that the MQ's have a substitution that for one year of experience as a Administrative Manager I with the State of Alaska. The same for all the other levels.

Now that the MQs have been beaten to death, here are some other concerns and minor points or clarifications that are needed in general and then by job title:

### **General**

A lot of the wording and semantic problems would be eliminated if it is stated clearly that the Administrative Assistant I work at unit or regional level, An Administrative Assistant II works at a regional or divisional level, An Administrative Officer works at a divisional level, an Administrative Operations Manager I works at a division or department level, an Administrative Operations Manager II works at a central department level, the Administrative Operations Manager III works at a central department or state level.

The job titles are a huge improvement. Some individuals thought that there might be confusion between Administrative Officer and Administrative Operations Manager. In other words, the titles don't make it apparent which one is the higher level.

### **Administrative Assistant I:**

In the Series Description it states: "The work is assistive in nature, and focuses on extending the capabilities of a professional or managerial position." These positions extend more than just one persons capabilities. This should read "extending the capabilities of a higher level professional or an organizational unit." This way you are keeping within the framework of a paraprofessional position.

Under DCs what is meant by "The work has little variation from one fiscal year to the next?" This is a viewpoint if there is variation or not. If I have general funds one year and the next have federal funds that require reports, is this considered a variation? This is too ambiguous and is trying to redefine the word routine. It is OK to state that the work is of a routine or repetitive in nature. Also as a side note, administrative work always changes, at what point does it become a variation?

Also in DCs it states "when established procedures are not sufficient to meet the needs of the organization, recommend solutions to higher level administrative or managerial staff." Again just state "recommend solutions" don't state to whom to make the recommendations to.

In comparing the AA I with the AA II it states "Administrative Assistants II perform paraprofessional duties that require coordination of multiple processes and development of procedures when established guidelines are not conclusive." Again, this is somewhat ambiguous as conclusive means make a decision. I get your meaning and what you intended so I would suggest changing the end to "development of procedures when guidelines have not been previously established."

Under EOD's:

Why would anyone "become familiar with the methods, practices, and requirements of administrative functions outside the scope of assigned duties?" What are we trying to say here, to continue with professional education, to expand our knowledge so we don't just know how but why and what effect it will have?

Under functional area Accounting and Financial Management it states "Gather information for the development of the annual budget..." Since this is entry level. This should really state "assist in gathering information for the development..."

The rest of the functional areas were very well done.

### **Administrative Assistant II**

Under DCs it states "The work varies from one fiscal year to the next. This is way too subjective. You could say that nothing changes from one fiscal year to the next or that everything changes from fiscal year to the next. It is probably best to just leave that off.

Same issue of “not conclusive” that the Admin Assist I had.

Under EODs In the functional area Accounting and Financial Management there is “Proofread budget narrative submissions and verify accuracy of calculations; compare historical expenditures to budget requests and recommend adjustments as needed; and research and apply current budget instructions.” You might want to just state “assist with annual budget preparation by performing duties such as proofreading budget...” By stating proofreading etc you are outlining what duties are required to assist with the budget, that may not be all of the duties required and they may change over time. By adding such as you are leaving it open so that the position can to assist in whatever manner it takes to help get it done.

Under Functional area: Procurement/Purchasing grants do not belong here and does not belong at this level. Some things are similar to Procurement/Purchasing such as the solicitation however, the grants can be much more complex with the written and financial reporting that must be done on a quarterly basis. With Procurement/Purchasing you award the bid, pay the bill when it comes in, your done. With grants you go through the whole solicitation process, award the grants and wham, you work starts now. Monitoring the grant and grantee, ensuring receipt of all required reports, doing site visits, etc. and if this was a sub grant, consolidating all the information of all the grants awarded under the grant we received, and filling out the financial and written reports for the government entity. In other words, grants are a lot more complex than procurement and purchasing and should be a separate functional area. It also should not be at a paraprofessional level unless it is the assistant doing the filing, answering grantee questions, the very basic of grant etc.

Next area is the KSAs. This states that they have to have “Working knowledge of administrative processes...” This is a paraprofessional so they need to have knowledge, the professional needs working knowledge. It should read “Knowledge of administrative processes necessary to ...”

### **Administrative Officer I**

Series description:

“Negotiating for the resources or services needed for the operations of the organization served.” You might want to define organization. Can it be as small as a unit, a region, a division? Just see a future problem area.

Class Def:

“At this level the organizational characteristics do not significantly impact the difficulty of administrative support work.” What does this mean? Does it mean that it is not at the division level? This is unclear and the meaning cannot be determined.

DCs

“At this level incumbents work with management...” Management is a concept, a principle. First line supervisors believe that they are part of management, regional managers believe that they are part of management, everyone believes they are part of management. This should state “work with senior division management to develop...” This would also be resolved by the up front stating what level each job class works at.

Define organization.

“Incumbents work with departmental administrative staff...” in what capacity do they work with them?

“Knowledge and understanding of the organizations’ structure, objectives, programs, and projects; the activities of employees, the equipment and material used, the working conditions and problems encountered; and how...” How is this differentiated between a field operations manager and an administrative officer? This belongs at the higher levels as it is operations.

“include elements such as minor changes to the organization or the support work performed from one fiscal year to the next; stable funding with minimal conflict between state and federal fiscal years; a limited variety of professions supported; and cyclical resource needs.” What is meant by minimal conflict between state and federal fiscal years? They never change.

### **Administrative Officer II**

Class Def:

“At this level the organizational characteristics significantly impact the difficulty of administrative support work.” What does this mean? Does this mean that the size of the organization counts? If so, then our concern about large organizations having individuals specialize and not having to have the full scope of knowledge skills and abilities has not been addressed. This is unclear and the meaning cannot be determined. Again, stating what level the individual should be working at should be enough.

DCs:

What is a major project/complex assignment? Who determines this?

“work requires knowledge and understanding of the organization’s structure, objectives, programs, and projects; the activities of employees, the equipment and material used, the working conditions and problems encountered; and how these elements influence resource procurement, personnel administration, and other administrative functions.” What is the difference between the responsibilities for this position and that of a chief of field operations? Stating the equipment and material used and working conditions is going too far for an administrator.

“The complexity of work at this level is characterized by frequently dealing with issues that lack clear precedent” It is not that it lacks clear precedent as that rarely happens. It may not have happened in the department or division but you can bet it happened in another at one time or another. The meaning is that it lacks clear divisional or department procedures.

“include elements such as frequent significant changes in organizational structure, creating or terminating programs.” This is ambiguous. What are significant changes and how many have to happen before being considered frequent? Creating or terminating programs happens all the time. New opportunities come up, funding sources dry up. Usually these things happen in the course of a fiscal year or two. Then what happens now that the programs are steady for a couple years? Does the person get downgraded?

“responsibility for coordinating and performing professional level administrative work that regularly requires resolving problems where issues involve multiple variables” This is the very nature of administrative work at all levels so is not a good indicator of the differences between levels.

“Administrative Operations Managers I plan, organize, direct, coordinate, and control administrative support activities and resources for a department subdivision.” What is a department subdivision? Is it a unit, a region, a budget component? Once again, just stating the levels that the individual work at should be enough for the division.

EODs:

“Advise the management team on feasibility and legality of administrative options; explore and recommend innovative ways to “change” the rules; and develop allowable exceptions within existing rules.” Where does this job end and the Department of Law’s begin? No one but a lawyer should be giving legal advice.

### **Administrative Operations Manager I**

Series description:

Where it says “Administrative functional areas typical to this series include, but are not limited to, Legislative Interaction, Business Process Management, Policy and Procedure Development, Budget Development, and Accounting and Financial Management. Should be reworded to “Administrative functional areas typical to this series may include...” Again, this is a hodgepodge of disciplines required and should be required at the highest level but again, there needs to be a progression.

In the definition there is “subdivision of a department”. This could truly be anything. Is it a division? Is it a unit in a division? Is it a region in a division? Is it a unit in a region in a division in a department? If they mean division they should say division if they mean unit, organization, whatever, it should state so

DCs:

What is the difference between “The management requires systems thinking” What is that? A system could be anything. It could be units, it could be people, it could be divisions, this is too ambiguous and needs a better definition.

“The complexity of administrative support work is characterized by issues that lack clear precedent,” Is what is meant here that there is no clear local procedure. Precedent means that it is the first time that it has happened anywhere, anytime. There are very few things that haven’t happened. They may not have happened to one person but they happened to others so using the word precedent is not correct.

What is meant by “programs with internal conflicts such as in State and federal regulations or funding sources?”

“requires supervising or coordinating multiple sub-units” What is a sub-unit. The same with “multiple business operations.” What is the definition?

Multiple variables

“Whose complexities moderately influence the difficulty of the administrative work” This is way too ambiguous. At what point does the influence move from mildly to moderately to significant? Who makes the determination?

The same with “moderate organization impact.”

What is meant by “organization impact on the difficulty of administrative support work”?

Under the functional area of business process management it states “Work with management to develop...” Management is a concept, a principle. First line supervisors believe that they are part of management, regional managers believe that they are part of management, everyone believes they are part of management. This should state “work with senior division management to develop...”

EODs:

Under the functional area of legislative interaction what is the difference between the field operations managers and the administrative operations managers? The testimony and draft responses is information that is best presented by the manager that actually oversees those operations. Working with legislative audit is an administrative function.

KSAs:

Ditto the definition of senior management, is this division, department, etc. Just define what senior management.

## **Administrative Operations Manager II**

Series description:

The second option “manage the administrative support functions for a department subdivision where the difficulty of support work is significantly impacted by the organizational structure and scope of control.” This is ambiguous, what is a department subdivision, how is the difficulty of work significantly impacted by the structure or scope of control? Who determines this? Where is the cutoff between moderately impacting and significantly impacting?

In the definition there is “subdivision of a department”. This could truly be anything. Is it a division? Is it a unit in a division? Is it a region in a division? Is it a unit in a region in a division in a department? If they mean division they should say division if they mean unit, organization, whatever, it should state so

DCs:

What is the difference between “The management requires systems thinking” What is that? A system could be anything. It could be units, it could be people, it could be divisions, this is too ambiguous and needs a better definition.

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What is meant by “organization impact on the difficulty of administrative support work”?

EODs:

Under the functional area of legislative interaction what is the difference between the field operations managers and the administrative operations managers? The testimony and draft responses is information that is best presented by the manager that actually oversees those operations. Working with legislative audit is an administrative function.

KSAs:

Ditto the definition of senior management, is this division, department, etc. Just define what senior management.

### **Administrative Operations Manager III**

Class Def:

“difficulty of administrative support work is substantially impacted by the organizational structure and scope of control” This is ambiguous and could be resolved by stating that this position works at the central department or state level.

DCs:

“Positions whose work is primarily in a single administrative functional area shall be allocated to the job class specific to the appropriate area when such a job class exists.”

“Positions predominantly responsible for managing programmatic functions, whose administrative duties are an inherent part of their program management, are excluded from this job class.”

These two statements do nothing to add to the differentiation or description of the class. What these state should be self evident.

In conclusion the individuals working on these job class specs did a wonderful job and are recognizing where the state administrative staff would like to see them go. Thanks for all the hard work.

## **DEPARTMENT B:** **General comments**

The department appreciates the time and energy the class study team put into reading our comments and responding to them via the new draft specs. Many of our concerns were addressed, the new specs are well written, much clearer and easier to read. It is obvious that the study team listened very carefully to previous comments and we are pleased with the new draft class specifications. The wording is clear, progression of complexity and authority as well as distinctions between the classes is clear, and the functional areas and duty statements are well done.

### **Administrative Assistant I & II**

We really prefer this job title over the prior job title.

Under the Comparison of level with other classes on page 2, the Distinguishing Characteristic between an AA I and AA II is the coordination of multiple processes. How is "multiple" defined? More than one, more than two?

Since budget duties are listed on page 3 of the functional duties, we'd like to see the word "Budget" added to Accounting and Financial Management functional area on page 3 and the Series description on Page 1. There are probably not enough duties to create a separate functional area for Budget, but budget duties are clearly a part of the workload.

Under Distinguishing Characteristics on the top of page 3, what would be the threshold percentage of a position's work within a single administrative functional area in order to allocate the position to a specific job class specific to the area? For example, if the position performs payroll/personnel functions 60% of the time would the position be more appropriate for the HR Technician class. It would be helpful to put some clarifying language in the class spec.

On the Personnel Management functional area on page 4 for the Admin Asst I, the following payroll duties are listed: Calculate or audit timesheets, including a variety of standard premium pays such as overtime, sea duty, shift differentials, hazard, recall and standby; review and correct calculations and coding completed by other staff. In the Personnel Management functional area on page 5 of the Administrative Assistant II no payroll duties are listed. We would like to see additional payroll duties (such as certifying) listed under the Administrative Assistant II level.

Within some [of our] divisions, the payroll duties listed for the Administrative Assistant I are actually performed by the Administrative Clerk III(s). As the payroll coordinator and certifying officer, currently the Admin Assistants audit the time and attendance data entered by the AC- III into the [agency] time & attendance reporting system and the state's payroll system (AKPAY) to ensure premium pay, leave, holidays, hours worked, calculations and coding are correct prior to certifying.

In the Procurement and Purchasing functional area listed on page 4, the Grant Administration duties were baffling. At the very least, please clarify these duties by providing example(s). We don't think any of our [agency's] AA's assist in technical evaluation of a grant proposal, approve the grantee reporting and release grant funds. The size and scope of departmental grants, including scientific complexities, would make this task difficult at this level. In our opinion, "technical evaluation" occurs with our federal granting agencies to ensure the grant proposal has merit and should be funded. The release of grant funds generally occurs at [this department] with an Accounting Technician or Accountant position or a higher level Admin Manager.

In the Special Projects functional area listed on page 5, the "serve as primary contact for travel and move issues" is typically handled by an Accounting Clerk or Technician at [this department].

Under the MQs on page 7, the career ladder is not fluid enough with other lower level administrative job classes. You should allow years of experience in a lower admin position, i.e. Administrative Clerk II or III, to meet the minimum qualifications for the Administrative Assistant series. For example, two years of experience as an Admin Clerk II should meet the MQs for an Admin Asst I, since one year of experience as an Admin Clerk III meets the MQs. In addition, two years of experience as an Admin Clerk III should meet the MQs for an Admin Asst II, since one year of experience as an Admin Asst I meets the MQs.

If one can meet the Human Resource Technician II MQs with one year of experience as an Admin Clerk III, the same must hold true for the Administrative Assistant II MQs.

**Human Resource Tech II Minimum Qualifications:**

Six months of entry technical level experience in human resource work equivalent to a Human Resource Technician I with the State of Alaska.

**Substitution:**

Graduation from high school or the equivalent and one year of advanced clerical experience. This experience is equivalent to a Human Resource Assistant, Administrative Clerk III or Accounting Clerk II with the State of Alaska or elsewhere.

**Substitution:**

One year of post secondary education (32 semester hours or 48 quarter hours from an accredited college or university equals one year) in any field.

**Administrative Officer I & II**

We really prefer this job title over the prior job title. The Admin Officer positions that currently exist in WPAK are only available for Exempt staff and that should be clear when you read the class code.

Under the Series description, the functional area Facility Management is missing, although it is described under the Admin Asst I and II. The duties under Facility Management area in the Admin Asst II class spec can be complex and should be copied into the Admin Officer I and II levels as a Functional area. Most Administrative Manager positions deal with initial facility procurement / emergencies (i.e. the septic freezes, building burns down) etc. This isn't mentioned and is a large part of regional administrative duties vs. Juneau positions which don't always have the variety of building issues to deal with – frozen pipes, frozen septic, renting sub-standard buildings just to find something for an office in rural areas, etc. In addition, space planning is a very sensitive area and would require more than an Admin Assistant to fully address all the issues. You could certainly change the starting verb on the Facility management paragraph (i.e. review, assist) to show progression of responsibility going from the Admin Asst to the Admin Officer I and II.

In the last sentence of the Series Description it states: “Levels....and the influence of organizational characteristics on administrative functions.” How can this be measured and written into a PD? Although there are individual departmental influences on administrative work, this seems to me to be too abstract to be able to use in a Position Description form and would be difficult, at best, to apply to an effort at describing a job duty. We suggest the word “size” replace influence.

Under class Definition and Distinguishing Characteristics on page 1 no mention is made regarding size and number of units/sub units supported. The size and number is relevant and directly relates to level of complexity. As with the AA class, how is "multiple" defined throughout the specs?

On page 3 of the General functional area: What's the difference between “Participate in” (Admin Officer I) and “Partner in” (Admin Officer II)? We have a better understanding of “participate”, but not “partner”, so we suggest “Advise” to replace “Partner”.

In the Personnel Management functional area on page 5, isn't the role of Management Services to coordinate layoff processes and provide guidance to affect individuals, etc.? The Admin officer I would have a role in this area, but should not coordinate or guide the process.

In the Functional area Special Projects on page 7: “Successfully deal with the crisis du jour, etc.” How can this special project be “assigned” to any job class? Any job class would have their own crisis du jour to contend with on a daily basis and the reaction to that crisis would be different depending on the level of authority for that position. If the crisis du jour was a fire, it wouldn't matter what job class a position was; the expectation is they would pull the fire alarm. This paragraph should be either deleted or copied to all the admin job classes.

In the MQ section on page 8, the career ladder is not fluid enough between an Administrative Assistant and an Administrative Officer. We suggest the Administrative Officer I/II be flex positions to allow upward mobility and to reduce the barriers between the classifications. You

could allow years of experience in lower position, i.e. Administrative Assistant I or II, to qualify the individual for the Administrative Officer series, i.e. two years of experience for a one class jump and four years experience for a two class jump.

In the Admin Officer I MQ section, we suggest changing a portion of the required experience to ONE year of experience at an Admin Asst II level or TWO years of experience at an Admin Asst I level. In addition, the MQs for this level should allow substitution of any general bachelor degree along with a certain number of college credits or any general bachelor degree along with 2 years of administrative experience.

In the Admin Officer II MQ section, we suggest adding 4 years of administrative experience at an Admin Asst II level. In addition, the MQs for this level should allow substitution of a business bachelor degree (as currently described in the AO I level) plus 1 year of administrative experience.

### **Admin Operations Manager**

In the Series Description on page 1, what does “major subdivision” mean? Since the word major is not used throughout the document, it would be helpful to define it and use it throughout.

In the Series Description, the functional areas of Personnel management and Procurement/Purchasing are not listed as typical duties, although they are described on page 8. These areas can be significant work and they should be listed in the series description.

In the duty descriptions under “General” on page 5, the following sentences need comment: “Plan...

...and the workflow of the **division’s** administrative services. (AOM I)

....and the workflow of the “**organization’s** administrative services. (AOM II)

...and the workflow of the “**department’s**” administrative services. (AOM III)

What does organization at the AOM II level mean? Is the term intentionally vague? We believe you are using the word organization as either a major division or small department, but it would help to clarify.

On page 9 under KSAs, we would like to see Mediation / Negotiation skills listed.

On page 10 of the MQs, the AOM I, II and III levels should allow for an Education/Experience substitution, but we have limited suggested wording at this time. The AOM I level is too restrictive and should allow for a Bachelor degree in Business (described in the AO level) plus 1 year experience at the Admin Officer II level or 3 years at the Admin Officer I level. The AOM II and III levels appear way too loose in the MQ area and they should have an Education/Experience substitution. We also think increasing the number of years of experience currently listed would tighten up the MQs. We assume the MQs would address the admin support function experience that would be required to meet the MQs. Since we have not seen the MQs and we have limited suggestions on the MQs, we’d like an opportunity to comment on the MQ section of the AOM series after HR has updated the section with all the agency comments.

**DEPARTMENT C:**

You and your team have done a tremendous amount of work on the class specifications and have done an excellent job. My biggest concern is how this will affect positions in an agency as small as [this department] since we have so few positions in this series but they are required to cover such a broad scope of work and in a few cases do not have subordinate staff but report directly to a division director.

Similar to private sector models, when a company gets smaller the higher level positions are necessary with fewer support staff to keep the operation going. They are tasked with lower level duties because of the lack of support staff but are required to also function at the higher levels of the series as well. We have seen this occurring for years in the State model as well.

An effective employee may be tasked with a wide variety of jobs appropriate for the employee's range but will also be given additional duties as assigned as the agency shrinks and this is not always reflected accurately in any particular job class so we have to make it fit. This concern does not in any way diminish the work you have done and cannot always be addressed through the job class specifications. It is just a reality of smaller government entities which I see first hand here at [this department].

**DEPARTMENT D:****Comments on Series Descriptions**

- For the Admin Ops Managers, the administrative functional areas typical to this series should include Procurement/Purchasing to be consistent with the functional areas outlined in the EOD's for the job class series.

**1. Are there terms or phrases that are ambiguous, confusing, or awkward? What wording do you recommend to improve them?**

- Much of the wording is so generalized in all the classes that it is very ambiguous and confusing; some found the specs difficult to understand.
- The "Comparison of level with other classes" in all the descriptions is very confusing. You're not sure if a comparison is taking place. Insertion of words like "whereas" to make a distinction would help.

**2. Is the progression of complexity and authority through the classes adequately portrayed? If not, what specifically do you recommend to show the progression?**

- Progression is generally OK, however in budget development the draft class spec (Admin Officer) identifies "programmatic needs vary little from one fiscal year to the next" whereas at the higher level, "budgetary changes where the programmatic needs commonly have significant variance from one fiscal year to the next." This depends so much on the evolution of an agency. Is this to mean that one year, you may be working at one level, and would be reclassified up or down as programmatic needs changed?

- The Admin Asst I does not indicate any possible supervisory responsibilities when they could be present, such as supervising a clerical pool.
- If there is an assumption (which there appears to be) that each next progression assumes either oversight or all the responsibilities/duties of those below it, then it should be stated. Otherwise there should be some carry over of the duties between the classes but with more complexity involved. Such as Admin Asst II duties carrying over to Admin Officer I.

**3. Are the distinctions between job classes sufficiently clear? If not, what do you recommend to improve the clarity?**

- Clarity is good in human resources/labor relations work. For other functional areas, like special projects, the draft indicates "successfully deal with the crises", however one manager's perception of success may vary greatly from the next. Where there is no way to evaluate something objectively, leave subjective terminology (successfully, best, etc.). Instead, use objective measurements like, identify course of action least likely to expose agency/organizational unit to legal ramifications or audit scrutiny.
- I think they need to consider the structure and size of departments differently when determining appropriate allocation of positions. Size matters, but in smaller departments there is less staff to allocate the work functions to therefore a broader scope of work and responsibility are assigned to single positions. The same type of work that would be assigned to several specialized positions in a large department is assigned to single positions in smaller departments.

Smaller staffing structures reduce a department's ability to segregate duties and responsibilities. Because of this, managers in smaller departments perform a more expanded range of duties requiring a broader range of knowledge and experience to manage multiple functional areas. Again, larger departments have more levels that allow work functions to be allocated more specifically in certain areas rather than a wider scope of responsibilities as taken on by managers in smaller departments.

Bottom line, positions in smaller departments take on a variety of higher level responsibilities in more than one specialized area that include performance of work as well as the responsibility for assuring completion of work for multiple divisions or the department. Most times there is only one higher level to report to. I believe that managers in smaller departments sometimes have a more complex range of responsibilities given the staffing structure and even special projects going on. Larger department manager oversee more singular focused areas on a larger scale.

The new defining factors for the "Operations Manager II" should be more similar to the I with the addition of responsibility for multiple divisions in a department or for overseeing some administration functions on a department wide level. Suggested change would be to add:

*Administrative Operations Manager II, as an assistant to the director in a department's central administrative support organization manages one or more administrative functions required to support the agency's or multiple subdivision operations. Functions to include;*

*overseeing or performing some or all of the following; budget development, financial planning and reporting, directing and overseeing department procurement compliance, administrative policies and procedures development, long range planning, human resource organization, assisting with legislation development, business process oversight, and some legislative interactions.*

**4. Are the functional areas and duty statements clear and characteristic of the level described? If not, what duty statement do you recommend to highlight the type and level of work?**

- Include duty statements for the use of ABS, AKSAS, and other systems common to all agencies. Two examples: (1) Admin Officers use ABS for budget development but Admin Assistants would not usually perform this work; and (2) lower level positions perform data entry in AKSAS while higher level positions use AKSAS reporting features for analysis of accounting data.
- Admin Assistants do not prepare revised programs (see OMB Revised Program manual for more info) or even have sufficient knowledge of the budgetary process to understand what they are. This is a duty that should be at the Admin Officer level.
- There is no reference to Facility Management in the Admin Officer series. There should be. They are the ones who make the decisions and are ultimately responsible for the management and oversight of facilities at the division and department levels. The Admin Asst II would proceed based on directions from the Admin Officers.
- At the Admin Asst I & II levels specific examples of job duties would be helpful, similar to how current job class specifications state them.
- Admin Ops Mgr II is described as being the “Deputy Director”. If that is the case, why are they not classified as Deputy Directors who are responsible for budget, financial management, planning, procurement, P&P, long range planning, etc.? I don’t see a defined difference here. Deputy Directors are in the 22 to 27 pay range performing similar functions. What’s the difference here in the functional areas? In the previous draft “Executive Series” they were described as “Assistant Directors” which seems more appropriate and includes the full scope of what an admin manager does; budget, financial management, procurement, P&P, special projects, etc. Basically, independent management of certain areas of administrative support including department-wide activities, multi-divisional, a single division, or for a combination of any. The variety of functions and the level of responsibility of administrative work performed by the position should be an important factor in determining levels.
- For the Admin Ops Mgr I, the 4<sup>th</sup> paragraph under “General” (page 5) reads: “Structure and organize the division’s administrative processes and reporting within regulatory restrictions of department and central administrative regulatory agencies.” Whereas the AOM II and III read a little different, the second use of the word “regulatory” is not included; wouldn’t an administrative regulatory agency be more applicable at the AOM II and III level? If it is a regulatory agency, substantial penalties can be imposed by not being in compliance with regulations that could adversely affect division or department operations.
- Since the definition for the Admin Ops Mgr II can either be 1) serving as deputy director of administrative services for a department with moderate organizational impact on the difficulty of administrative support work; or 2) managing the administrative support functions for a department subdivision with significant organizational impact on the

difficulty of administrative support work, the following suggestions are offered to include “subdivision” in the EOD’s:

- Policy and Procedure:
  - AOM II currently reads, “Direct and oversee the review and revision of departmental administrative policies.” Suggested change: *“Direct and oversee the review and revision of departmental and/or subdivision administrative policies.”*
  - AOM II Currently reads: “Participate in review of State administrative policies and procedures; examine impact on department operations; and recommend changes to responsible agencies.” Suggested change: *“Participate in review of State administrative policies and procedures; examine impact on department and/or subdivision operations; and recommend changes to responsible agencies.”*
- Budget Development:
  - AOM II Currently reads, “Provide guidance and coordination to divisions to prepare the departmental submission to OMB, evaluate, standardize, and recommend priorities for each division’s proposed budget changes.” This is the same language as the AOM III. Suggested change: *Provide guidance and coordination to division sections and/or program managers to prepare the departmental and/or the departmental subdivision’s submissions to OMB; evaluate, standardize, and recommend priorities for each division’s proposed budget changes.”* (This goes back to the specific to level definition).
  - AOM II Currently reads: “Direct and coordinate the departmental response to OMB requests for budget modification or clarification.” Suggested change: *“Direct and coordinate the departmental and/or departmental subdivision response to OMB requests for budget modification or clarification.”*
- Accounting and Financial Management
  - AOM II Currently reads: Provide guidance on departmental requirement for establishing accounting structures and reporting requirements. Suggested change: *Provide guidance on departmental and/or departmental subdivision for establishing accounting structure and reporting requirements.*
  - AOM II Currently reads: Develop and oversee standardized departmental reporting of budgeted authority, expenditures, and revenue collections. Review and monitor report submissions. Oversee divisions’ monitoring and control of fiscal areas of concern. Suggested change: *Develop and oversee standardized departmental and/or departmental subdivision reporting of budgeted authority, expenditures, and revenue collections. Review and monitor report submissions. Oversee divisions’ monitoring and control of fiscal areas of concern.*
- Personnel Management:
  - AOM II Currently reads: Review and approve personnel actions for department, verify budget authority exists for requested changes, and submit to Division of Personnel. Suggested change: *Review and approve personnel actions for department and/or department subdivisions’, verify budget authority exists for requested changes, and submit to Division of Personnel.*

**5. Based on your knowledge of the work and past recruitments, do you believe the draft minimum qualifications will provide a sufficiently broad pool of candidates who can be expected to successfully learn the work in a probationary period? If not, what specific requirements do you recommend?**

- Without knowing what the ranges will be on the positions it's hard to know whether the duties could be learned within a probationary period (i.e. will the probation be 6 months or one year). Due to the diversity of most of the positions, at a minimum, it would take one year at all levels for someone to have enough time to thoroughly learn the job duties.
- The MQ's for the Admin Officer I seem to require more years of experience than the others, four years of experience with two of them at a specific level. The others don't have an experience requirement in addition to the year or two at a specific level.
- The new MQ's should make it easier for employees to move to/from the accounting, HR, and procurement fields at the technical level, which should help with recruitment in all areas.

**Comments on Knowledge Skills and Abilities:**

For Admin Ops Managers, the order of paragraphs needs to be corrected: (page 9 and 10) AOM I goes from "Skill in working with individuals from a variety of backgrounds..." to the next paragraph which is "Ability to effectively manage the work of others..." whereas the AOM II and AOM III go from the "skill in working with individuals from a variety of backgrounds..." into the next paragraph, "Skill in working effectively in high pressure situations..."

**DEPARTMENT E:**

In review of the full draft specs on the Administrative Class Study, we believe that the first four review focus areas -- terms, progression of complexity, class distinctions, and functional areas, are all presented in a very acceptable fashion. Further, we would like to relay to your team that after consideration of agency feedback on the initial draft, the Classification Team has done a wonderful job in incorporating that feedback and produced a much more readily understood draft. I, along with the managers here, are appreciative of that effort.

With regard to the minimum qualification requirements throughout all levels of all three series, we would like to see this area expanded and better defined. Our observations and suggestions are noted below:

Admin Assistant: The AA II level MQ substitutions (subs) allow for education, but not additional work experience or vocational education. We recommend an additional work experience sub, or a combination of education and additional work history.

Admin Officer: Basically the same as above with the second level -- allow for subs. In this case, it appears that an education sub may have been erroneously omitted? Since the first level allows for this sub, so should the next. However, perhaps the second level should have the sub include education plus at least one year of experience at one of the positions addressed in the required work experience paragraph. Another suggestion would be to allow 3-4 years as an AAI qualify the candidate for the AOII level. This concept was included in the AOM series, so it seems appropriate to include here, too. I'll comment on that more below.

Admin Ops Manager: Again, it appears that the education sub may have been erroneously omitted. If not, we encourage that this option be included, perhaps to include some work experience at the next lower level(s) -- with varying amounts of time (one, two, or three years). In any case, the education sub is not currently present at any of the three levels in this series, but it should be an option. We feel that having education requirements are important to the MQ's, though by no means should they be exclusive of qualifying work experience. Again, having subs available with combinations of education and work experience would be beneficial for all involved.

In order to achieve the goal of having a sufficient pool of candidates to consider in any of these series, we would like to emphasize the need to allow, for example, a person with some (undefined number of) years of experience at an Admin Assist I level qualify for an Admin Officer I. The reason being... under current specifications for the Admin Manager series, an AM I cannot qualify for an AM III, even though an AM II can qualify for a AM IV or higher. This is limiting our ability to move proven, competent people to positions of greater responsibility in our organizations. As one manager here had put it, we have an hour-glass effect in play now, wherein the State has many AM I's, and many AM III's, but the available AM II's are fewer -- thereby limiting the growth opportunity for many candidates. Equally, this limits the choices the hiring manager has due to a smaller pool of candidates.

Overall, I believe these class series specifications are a work product we can all be proud of having participated in producing. Please feel free to contact me should you have any questions, concerns, or comments regarding this agency response.