

# MEMORANDUM

**State of Alaska**  
**Department of Administration**  
**Division of Personnel**

**To:** Mila Cosgrove  
Director

**Date:** January 24, 2005

**Thru:** Lee Powelson  
Classification Manager

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**Subject:** Community Care Licensing Specialist III

**History:**

Executive Order No. 108 consolidated the certification and licensing functions for the following programs:

- Health Facilities Licensing and Certification (HFL&C), Division of Health Care Services
- Assisted Living Homes Licensing (ALH), Division of Behavioral Health
- Assisted Living Licensing Program, Division of Senior and Disabilities Services (DSDS)

These programs were integrated into units within the newly established Certification and Licensing Section of the Division of Public Health. The certification and licensing management team collaborated extensively on the design and organizational structure of the section, and the realignment of duties and responsibilities to support each unit's program. The Certification & Licensing Section was created to streamline and consolidate the certification and licensing functions previously performed by several state agencies and other divisions within the Department of Health and Social Services.

The Department of Health and Social Services began the process of centralizing the certification and licensing functions, planning for the integration project to be completed in two phases. The first phase, completed in FY05, included those licensing functions related to health/medical services and assisted living services. The second phase, scheduled for FY06, will consist of social service issues such as foster care and childcare licensing.

**Scope:**

This study involves one position in the Community Care Licensing Specialist series (PCN 021813). The position (PCN 021813) is currently allocated to Community Care Licensing Specialist II.

**Study Method:**

The Department of Health and Social Services contacted the Division of Personnel with a request to establish a new managerial job class to supervise and manage the licensing of facilities and

agencies providing care and placement to children and adults. An updated Position Description describing the duties and responsibilities was submitted. A planning meeting was held to discuss the planned organizational changes and added program responsibilities. After gathering all information, the new duties assigned to the position were analyzed. The class specification for the Community Care Licensing Specialist III was drafted and submitted to the division for review and comment. The division's comments and recommendations were received, draft specification revised, sent out for final divisional comment, and finalized. The duties and responsibilities of the class were analyzed for internal alignment, and the conclusions and decisions documented.

**Class Concepts:**

Community Care Licensing Specialists provide state licensing and consultative services to child and adult residential care facilities, foster homes, child day care facilities, and child placement agencies.

Under general direction of the Certification & Licensing Administrator, the Community Care Licensing Specialist III is responsible for managing statewide certification and licensing of multiple residential and community-based home and care programs.

The Community Care Licensing Specialist III has full managerial responsibility for the licensing and certification functions related to multiple residential community care programs. As manager, duties include the responsibility for planning, coordinating, and directing the programs' licensing and consultative services. This position applies programmatic knowledge and experience to design methods and procedures for achieving goals and objectives, and evaluating and assessing the program's effectiveness. The incumbent serves as agency representative and liaison to provide information for program related services to state officials, government agencies, and the public. Administrative responsibilities include budget development and tracking, establishing and implementing administrative policies and procedures, and exercising full supervisory authority over professional staff in the unit directly and through subordinates.

**Class Analysis:**

During the study process, examination and comparison of the work performed by the Community Care Licensing Specialist I and II, the (proposed) Community Care Licensing Specialist III, and other comparable positions was made. The classification factors used by classifiers served as guidelines to provide the basis for appropriate placement and allocation. The classification factors considered included:

- nature, variety, and complexity of the work
- nature of supervision received by the incumbent
- nature of the available guidelines for performance of work
- initiative and originality required
- purpose and nature of person to person work relationships
- nature and scope of recommendations, decisions, commitments and consequence of error
- nature and extent of supervision exercised over the work of other employees
- qualifications required

The Community Care Licensing Specialist I is the journey level in the series in which incumbents provide state licensing services to child and adult residential care facilities, foster homes, child day care facilities, and child placement facilities. Incumbents perform the full range of assignments independently, and the work includes a variety of duties such as receiving and responding to pre-application inquiries, conducting intake meetings, conducting on-sight program assessments, etc. This is the full working level requiring both knowledge and experience in the related job area.

The Community Care Licensing Specialist II has two options. Incumbents in this job class are either supervisors or perform at the advanced level. As supervisor, the incumbent has the responsibility for supervising the licensing functions of a large unit. The supervisor has substantial responsibility for exercising independent judgment and authority to take action or effectively recommend action for making assignments, employing, disciplining, or adjudicating grievances of subordinates. Performing at the advanced level, the incumbent serves as a headquarters staff assistant providing research, analysis, planning, and coordination of duties. Assignments consist of unusual, difficult, or exceptional matters encountered in the work.

The Community Care Licensing Specialist III is responsible for the statewide management of certification and licensing for multiple residential and community-based home and care programs. Incumbents report directly to the Certification & Licensing Administrator and exercise full managerial responsibility for major programs. The responsibilities are primarily focused on planning, organizing, directing, and controlling the resources and program delivery.

Using the eight factors as the foundation for making comparisons, it was evident that there is sufficient higher level work to warrant creating a manager level in the Community Care Licensing Specialist series. Closer examination of the nature of the work performed at each level confirmed the differences in the variety and complexity of work performed at the journey, advanced/supervisory, and manager levels. The classification factors that distinguish the levels of work between the three classes of Community Care Licensing Specialists are the complexity in work, the purpose and nature of person-to-person relationships, and the nature and scope of recommendations, decisions, commitments and consequence of error. For each level in the series, the class controlling work is defined by the degree to which these factors influence assignment and performance.

**Internal Alignment:**

The state's pay plan, as mandated by the state constitution and statutes, is governed by the merit principle and includes "integrated salary programs based on the nature of the work performed." The pay plan is based upon the state's classification plan, provides for fair and reasonable compensation for services rendered, and reflects the principle of "like pay for like work." In achieving this principle, internal consistency is the primary consideration when setting the salary range of a job class. This internal consistency reflects the difficulty, responsibility, knowledge, skills and other characteristics of a job. Job classes in the same family and group are typically used during classification and internal alignment studies.

After reviewing the definitions of occupational groups and families for appropriate placement, it was determined that the Social Services Group (P4XXX) most accurately defines the nature of the work performed by the Community Care Licensing Specialist III. All job families within this group were reviewed for comparison for the purpose of internal alignment. Comparisons were made with management level classes in the following families: Social Work, Special Social Service, Probation, and Labor and Employment Services. The classes with similar levels of programmatic responsibility, supervisory authority, and scope of geographic responsibility include:

Public Assistance Payment Manager (P4161, SR 19); Public Assistance Field Manager I (P4162, SR 19); Employment Services Manager III (P4657, SR 19). Social Services Program Coordinator (P4128, SR 20); Program Coordinator (P4678, SR 20); Employment Services Manager IV (P4658, SR 20). Public Assistance Program Officer (P4125, SR21); Children's Services Manager (P4130, SR21); and Public Assistance Field Services Manager II (P4163, SR 21).

The Community Care Licensing Specialist III is responsible for developing administrative and programmatic plans for statewide programs following legislative, regulatory, or departmental policy guidelines. Incumbents in this class are responsible for directing and developing agency programs in their specialty, have subordinates performing at the advanced level, perform tasks independently and advise supervisors of decisions made after the fact. The geographic scope of responsibility is statewide, however the assigned programs are not varied. The scope and complexity of the programs, level of authority, and organizational hierarchy is limited making this job class most comparable to Program Coordinators. The Community Care Licensing Specialist III is appropriately assigned to salary range 20.

**Position Analysis:**

PCN 021813 is responsible for managing all aspects of the State's assisted living licensing program. The incumbent plans, organizes, coordinates and directs the licensing program for multiple residential community care programs. The incumbent also performs administrative tasks in support of the programs such as budget development, establishing and implementing administrative policies and procedures, and exercising full supervisory authority over professional staff either directly or through subordinates. The position meets the definition and distinguishing characteristics of the Community Care Licensing Specialist III.

**Conclusions:**

Community Care Licensing Specialist III is established at salary range 20. PCN 021813 is allocated to Community Care Licensing Specialist III effective February 1, 2005. The position remains in the Supervisory Bargaining Unit. The position meets the Executive criteria for exemption under the Fair Labor Standards Act and is not eligible for overtime.

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