MEMORANDUM

State of Alaska
Department of Administration
Division of Personnel

To: Dianne Kiesel
Director

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Subject: Forestry Study

Introduction:
The Department of Natural Resources, Division of Forestry (DOF) submitted a request to the Division of Personnel (DOP) to conduct a comprehensive classification study of the Forest Technicians and Foresters. DOP commenced work on this project in the fall of 2005. The study was bifurcated into technicians and professionals to accommodate DOF in their preparation for the busy hiring season and ease any concerns about the timing of recruitment closure just prior to the beginning of the fire season. The Forest Technician Study was implemented on February 16, 2007.

The study request for the professional Forester series included a full review and update of the Forester I-IV class specifications, the establishment of a new level in the series that would fill the current salary range gap, and an internal alignment analysis. The current ranges are 14, 16, 18, and 22. To date the Natural Resource Manager II job class has been used to fill the gap for range 20 managerial positions.

DOF also requested that some Area Foresters, currently classified as Foresters III (Range 18), be examined with consideration given to the size and complexity of assignments: staff size, management of complex fire and resource programs, and the great potential for significant consequences of error. The division further requested that specific regional and statewide positions be examined for correct allocation since they believed that the work requires specialized knowledge and incumbents have a large scope of responsibility that includes managerial duties.

Study Scope:
The study included the review of all permanent full time and seasonal Forester positions. The following lists the number of permanent and seasonal positions by job classes that were included

in the study: 4 Foresters I; 25 Foresters II; 22 Foresters III; 1 Natural Resource Manager II; and 3 Foresters IV.

Study Method:
A formal planning meeting to discuss the various milestones, expectations, and phases of the study was held on November 7, 2005. Although position descriptions (PD) were due early January, there was considerable delay receiving them due to the large number of pds, the beginning of the fire season, and delays in implementing the new online position description (OPD) system. Most pds were received by June 2006.

An Occupational Consultant presentation was given by DOF on January 30 and 31, 2006. On-sight interviews were conducted April 24 through April 28 and June 5 through June 9. An additional trip was made to Fairbanks on June 12 to observe fire suppression and support related activities during the Parks Highway Fire.

Class specifications were drafted and provided to the agency for review and comment. The test allocation session was conducted, and further revisions to the specs were made and submitted for agency review. Following the agency's final comments and agreement to the class specifications, positions were allocated using the new class specifications. The revised job classes were analyzed for internal alignment and the draft results were provided to the agency. Agency comments were received and taken under consideration. One request for consideration was submitted prompting an interview with the incumbent's supervisor to obtain further, more detailed information about the position. Based on the additional information received, the position was allocated. All study results were documented, and the study was implemented on April 16, 2007.

History of Job Class:
The Foresters I-IV were established in May 1970. Relatively little was done to the class specifications until 1992 when DOF submitted a request to revise the Forester series as a whole and incorporate the Forestry Technicians V into the Forester I job class.

In 2001 DOF requested a study to create a Forester V to fill the salary range gap between the Forester III (SR 18) and Forester IV (SR 22). Although the study was initiated and the PDs were received by DOP, the study was never completed for reasons that are not documented.

In October 2006 DOF again requested a study of the Foresters primarily to revise the class specs, create a new level that would fill the salary gap between the Forester III (SR 18) and Forester IV (SR 22), review the series for internal alignment, and review all Forester positions for appropriate allocation.

Class Analysis:
While the primary purpose of this study was to fill the salary range gap, DOF requested that consideration be given to variations which occur in the Fire and Resource Management Programs and duty assignments. Specifically, it was the division's position that there are many factors not considered that have a direct impact on the work performed such as program complexities, organizational size, geographic complexities, and scope of responsibility. DOF maintained that

these complicating factors require special qualifications, knowledge, and experience to successfully perform the work, and should be carefully considered in the study process.

In the past the Forester levels were delineated based largely on 1) the number of programs an incumbent might be responsible for, 2) the presence or lack of budgetary and administrative and 3) managerial responsibilities. These criteria were distinguishing factors in the class specifications and on the surface might seem to be reasonable points of distinctions. However, after examining the pds it appeared there were overlapping layers of management, programmatic responsibility and authority, and varying degrees of administrative duties among positions which rendered the application of the existing class specifications ineffective. From a classification standpoint, the primary reason for this was the way the work was described within the pd, the manner in which DOF interpreted and used terminology such as "program complexity" and "management", and the lack of detail and clarity within the existing class specifications that defines and distinguishes the levels in a series. The examination and data gathering study phases revealed some issues with the Division's organization, factors that influence the complexity of work, and levels of work.

Organizational structure
At first glance DOF's organizational structure appeared to be out of balance due to the range gap in the series and variations in geographical assignments and program complexity. For example, while some positions have statewide responsibility for a single program, other positions have area-wide responsibility for both programs. Still others have responsibility for both programs in a less complex or more complex area. The organizational structure is confusing since the division is decentralized and there are eight major area offices and other duty stations, each with varying degrees of program responsibility. This gives the appearance that some areas do not have a complete advancement ladder and the distribution of journey and advanced level staff is out of balance. However, it is important to remember that positions are not allocated based on an organizational chart and an employee's assignment on the chart, rather they are allocated based on the eight classification factors. Allocating positions according to the nature, variety, complexity, and difficulty of duties and responsibilities is central to classification standards and practices. Although the flow of the organization and line authority at times may appear to be inconsistent on an area level, the reality is that considering the differences among the positions with respect to weight of responsibility, level of work and complexity factors actually makes for a more balanced organizational structure and more equitable allocation. When examining the organizational structure on a broader regional level, clearly the advancement ladder and the organizational flow are intact.

Complexity factors
Complexity is a term often used to describe the difficulty involved in performing the work or duties, and is a key consideration when classifying positions. Complexity includes variables within or outside of the incumbent's control, affects the difficulty of work, and reflects on the originality, knowledge, skills, and experience needed to perform the work. In order to fully understand which factors make performing the work difficult and also provide a starting point from which to distinguishing levels of forester work, complexity factors were identified for both the Fire Management and Forest Resource Management Programs.

In the Resource s Management Program examples indicating factors of greater complexity included work that involved: large timber sales on high use forest lands having economic value; diverse technical and administrative problems and considerations involving multiple use lands; extensive public and political controversy and scrutiny; broadly stated and nonspecific guidelines; continually modified program or project plans; conflicting demands and pressures to influence management strategies for land use; extensive interaction with high ranking individuals, groups, industry or regulatory agency representatives for the purpose of justifying, negotiating, or resolving significant and controversial issues; exercising full supervisory and administrative authority for programs or large projects; serving as primary representative of agency's policy and position statements; long range projects, requiring long-term planning and implementation; land management that requires in-depth research and analysis; final report preparation and approval authority; large scope of program/project influence/effects on a national and state level; administrative oversight for multiple programs and multiple budget components; supervision that includes oversight of professional staff and subordinate supervisors in charge of subprograms.

Factors of less complexity indicating more routine forest management or research responsibilities included work that involved: short-term assignments; focus on short-term issues and concerns; little or no controversy; standard and proven methodologies and techniques; using established guidelines and objectives, conventional approaches; minimal project plan deviations; ongoing, well established interaction, internally and externally, to exchange information or coordinate efforts; limited authority to commit the agency or limited scope of authority; lead responsibility over technical staff; ongoing supervisory screening and problem-solving; drafting reports with recommendations; extensive field-work.

In the Fire Management Program examples indicating factors of greater complexity included: the responsibility for a large geographic areas having a high likelihood of wildland/urban interface.; requirement for multi-agency coordination including other state, federal, and local agencies to direct and manage fire response; greater scope of decision making and commitment authority; wider span of control for coordinating and managing multiple operation functions and resources that increases the potential for significant consequences of error; high degree of media and political interface; oversight of a large staff responsible for coordinating or supervising complex or multi-faceted fire support operations.

Factors of less complexity indicating more routine fire management responsibilities included: the responsibility for a geographic area having with less likelihood of wildland/urban interface; multi-agency coordination generally limited to working with local officials and agency representatives to direct and manage fire response; limited scope of decision making and commitment authority; smaller span of control for coordinating and managing operational functions and resources; less potential for significant consequences of error; limited degree of media and political interface; oversight of a smaller staff responsible for coordinating or supervising fire support operations.

Because there are many variations of complexity within each program and the duties assigned to each position, the complexity level was a main component in re-structuring the job classes, and

the levels within the forester series were defined based on both the classification factors and the degree to which complexity affected the work.

Levels of work
Following pd analysis and incumbent interviews, the positions were grouped together according to similarity in kind and levels of work. This began the process of structuring the job classes and defining the levels within the series. While most entry and journey level positions were fairly straight forward, the advanced level and managerial levels required considerable effort in sorting out and making clear the distinctions between levels.

- Entry level – DOP defines entry level work as introductory assignments consisting of basic or elementary tasks and duties. Experience gained at this level will qualify the incumbent for the next level.

For the Resource Foresters I, the principal role is one of assistant. Professional knowledge of scientific forestry principles and concepts are needed at this level along with practical knowledge of conventional methods and techniques to perform primarily routine projects or assignments.

The fire program related work that was assigned at the Forester I level was removed from the series in the Forest Technician Study. This work was determined to be high technical rather than professional level work and the technician series was expanded to include a technical specialist level technician job class in order to appropriately allocate the positions. As a result of this shift there was no identified entry level work for Foresters I in the Fire Program, and the Forester I class specifications were re-written for those entry level foresters in the Resources Program only.

- Journey level – DOP defines journey level work as a variety of assignments that are typical of the field or profession. This is the full range of assignments that are performed independently using standard methods and techniques of the field. This level usually requires both knowledge and experience in the related job area.

In the Forester series, a variety of duties may allow an individual to meet the definition of journey level work. An incumbent may perform the full range of duties associated with a resource program, be assigned project work that is moderate in scope and complexity, serve as the Area Fire Management Officer, or serve as a Forester who performs specific professional duties in support of the Fire Management Program. Because so many positions in DOF have mixed duties, it was impossible to write class specifications that applied to all variations of Foresters. When trying to draw the bright line between those positions that appear to be "on the journey/advanced level bubble" the duties and responsibilities which occupy the major part of the incumbent's working time are the basis for its classification. These duties, analyzed against the distinguishing characteristics AND the complexity factors listed in the class specifications, determine the appropriate allocation of the position.

Considerable thought was given to whether or not the Fire Management Officers (FMO) who manage the fire management program for a complex area office and the two regional Aviation Officers should be considered advanced rather than journey level. In the case of the FMOs, while it is true that some of the Area Offices meet the definition of complexity, the real question in

determining the level of work performed by them is how much of the time and to what extent are they involved with complex fires? Although the area is considered complex, the Area FMO's involvement in the larger, more complex fires is limited. If the fire grows to a certain point, the Area FMO relinquishes responsibility to the Regional Fire Manager so that s/he is then available to monitor other smaller fires that may occur in the area. The class controlling factor remains the full range of fire program duties.

In the case of the regional Aviation Officers, while the incumbent may spend an estimated 35% of the time functioning as the Assistant Regional Fire Management Officer, this is a duty assignment that varies according to the fire season. In addition, in the absence of the Regional Fire Manager, an incumbent may perform as Assistant Regional Fire Manager with limitations. In this role the incumbent does not have the same level of authority and does not perform all duties perform by the Regional Fire Management Officer. Since the primary purpose of these positions is to serve as the Aviation Officer and in this capacity the incumbents perform at the full working level, the Aviation Officers meet the definition and distinguishing characteristics as defined in the Forester II specs.

- Advanced level - DOP defines advanced level work as assignments which consist of unusual, difficult or exceptional matters encountered in the work, which are completed by modifying approaches, methods, or techniques. Specialists often fit into this category.

The consistent theme throughout the series is that there exists a variety of ways in which Foresters may meet the definition and distinguishing characteristics of the different job class specifications. At the advanced level for example, the Cooperative Program Foresters perform duties that are less technical and more narrowly focused than the advanced level Foresters who work in the Resource Management Program. The Co-op Foresters perform a mix of management, program coordination and delivery functions, and are specialists who serve in the role of consultant for their particular program. The Regional Resource Foresters serve as generalists who must also understand the Cooperative Program issues and problems, and serve as land managers and regulation enforcers. In addition, there are advanced level Foresters who are responsible for both the Fire and Resource Programs within a less complex area.

The key to defining work at the advanced level is being able to identify the complexity in the work. In all of these options, the positions that perform complex duties work at the advanced level to design, plan, and coordinate the implementation of long range programs or projects, and perform work that requires analysis, advanced knowledge, and substantial independent judgment and discretion. Most positions at this level serve as technical consultants to staff and outside agencies, are involved with work that is politically sensitive, and have substantial responsibility for determining, planning, and controlling resources. Again, when allocating positions, the duties are analyzed against the distinguishing characteristics and the complexity factors.

- Management - DOP describes the manager level as: "the primary assignment is managerial and/or supervisory responsibility for a major program or programs. Emphasis is on planning, organizing, directing, and controlling resources and program delivery".

The Fire and Resource Management Programs were identified as the two major programs in DOF. A distinction was made between true program management and managing parts or phases of programs or projects within the major programs. In the Forester series, while there may be some management-like functions at most levels such as coordination, policy drafting and/or recommendation, and program evaluation, it is the senior managers who have overall programmatic control, authority, and responsibility. Incumbents in these positions spend most of the time on planning and organizing the program as a whole, and are accountable for the overall program management which includes long-range planning, setting goals and strategies, and controlling resources. Consistent with other large organizations having complex programs, more than one level of management was needed within the Forester series, and the class specifications were written to include varying degrees of managerial responsibility, specifically at the Forester IV and V levels. Although positions allocated to Forester IV are defined as the 2nd advanced level, a large part of the advanced level work is defined by program management. Foresters IV are responsible for interpreting and executing program policy and goals primarily through the subordinate supervisors who oversee the day-to-day operations. Managers are distinguished from supervisors at the lower levels in that supervisors are responsible for directing and controlling the work of employees at the operational level in order to achieve the program's goals. While supervisory responsibilities as well as some elements of management can occur on a limited scale at most level in the series, true programmatic management is typically reserved for the highest levels within the organization. Within the Forester series the primary management responsibility for the two major programs (Fire and Resource Management) occurs at the Forester IV and V levels.

Class Title:
A class title should be the best descriptive title for the work. It is intended to concisely and accurately convey the kind and level of work performed and should be brief, easily recognized, gender neutral, and understood by potential applicants.

The title "Forester" best describes the work performed by professionals who apply scientific forestry principles and theories to manage and protect forest lands and resources.

The title "State Logistics Center Coordinator" best describes the work performed by the individual who coordinates and directs the logistics and dispatch operations of the State Logistics Center.

Minimum Qualifications:
The minimum qualifications established for a job class must relate to the knowledge, skills, and abilities needed to perform the work and must not create an artificial barrier to employment of individuals in protected classes. Required training should be limited to the basic formal training that customarily prepares individuals for work in the field. Experience requirements are intended to ensure new employees can successfully perform the work after a period of orientation or familiarization. Required experience should be directly related to the actual duties of positions in the class and should not be equivalent to the work to be performed.

Forester is a professional series that requires the application of scientific forestry principles and theories to manage and protect Alaska's forest lands and resources. The work includes the

development, production, conservation, protection, and utilization of the forest resource which requires professional planning and management to meet present and future needs. DOF's two main Forestry Programs, the Fire and Resource Management Programs, are closely related in that fires may significantly shape forests and wildlands and forest management plans and actions may significantly affect fire management goals. The interrelatedness of the programs is underscored by the fact that some foresters have responsibilities in both programs and incumbents perform work in a variety of capacities directly or indirectly in support of both programs. Foresters working in either program and at any level must have sufficient professional knowledge and competence in forestry science and forestry principles and concepts to apply standard forestry practices. Forestry itself is an applied science that consists of many sciences and typical fields covered in most forestry curricula include: silviculture, forest soils, forest ecology, dendrology, forest management, wildland fire science, etc.

The advanced educational requirement for the Forester profession is consistent on a national level and supports establishing a bachelor's degree as a minimum requirement at the entry level. However, as is the case with many professions, the ability to draw sufficient applicant pools requires that minimum qualifications be modified to allow for substitutions. In the case of the Foresters, while a bachelor's degree in either forestry or a closely related field is set as the minimum requirement, substitutions that allow for a combination of specified credits in forestry or closely related curricula with forestry experience are provided as an option. These substitutions strengthen the programs by increasing the probability that reasonable applicant pools consisting of qualified candidates will be available during recruitment. Beginning at the entry level and progressing through the highest levels in the series, the educational requirements are consistent and the progression of work experience is logical.

In the case of the State Logistics Center Coordinator, the professional work is the responsibility for coordinating and implementing strategic plans; interpreting statutes, regulations, policies, and procedures; and developing operational strategies that maximize operational effectiveness and efficiency of the center and the subordinate Wildland Dispatchers. Similar to the Wildland Dispatchers, specific red card certification and training under the Incident Command System coupled with logistics/dispatch experience is required, rather than specific college education. For this reason it is appropriate that minimum qualifications for the State Logistics Center Coordinator require fire program logistic/dispatch experience rather than advanced education.

Class Code:

A Class Code is assigned based on the placement of the job class in the classification schematic of Occupational Groups and Job Families. Occupational Groups are made up of related Job Families and encompass relatively broad occupations, professions, or activities. Job Families are groups of job classes and class series that are related as to the nature of the work performed and typically have similar initial preparation for employment and career progression.

The Foresters are currently assigned to the Natural Resources and Forestry job family PH03. This job family includes classes of positions that advise on, administer, supervise, or perform work related to land, forest and natural resource management, leasing, development, production, conservation, and protection. Initial preparation for employment is typically through advanced education in natural resource management with subsequent career progression based on

progressively responsible experience. The Foresters I-V remain appropriately placed in the Natural Resources and Forestry job family and are assigned class codes PH0361, PH0362, PH0363, PH0364, and PH0365.

The State Logistics Center Coordinator is responsible for supervising the work of Wildland Fire Dispatchers who are assigned to job family PD04 Emergency Planning and Response. This family includes classes of positions that administer, supervise, or perform work related to disaster planning, mitigation, response and recovery, and emergency service dispatch. The State Logistics Center Coordinator is appropriately placed in the Emergency Planning and Response job family and is assigned class code PD0473.

AKPAY Code:
AKPAY Codes are assigned to job classes for use in computer systems which cannot use the six-digit Class Codes established with the revision of the Classification Outline on July 1, 2006. The AKPAY Code for new job classes are five-digit alpha-numeric codes beginning with K and numbered in sequence.

The Foresters I – IV retain PCodes P6621, P6622, P6623, and P6624.
The Forester V is assigned AKPAY Code K0016.
The State Logistics Center Coordinator is assigned AKPAY Code K0013.

Fair Labor Standards Act
The positions in this study are covered by the minimum wage and maximum hour provisions of the Fair Labor Standards Act of 1938, as Amended (FLSA). While exemption from the provisions of the Act are determined based on the specific circumstances of an individual employee on a work-week basis, there are general aspects of the classes and their influence on the exemptions for employees in bona fide executive, professional, or administrative positions that can be addressed in general.

There are both salary and duty requirements which dictate FLSA exemption status. There are three categories used in analyzing the eligibility for overtime exemptions under the Fair Labor Standards Act: Administrative, Professional, and Executive:

Administrative Exemption Status: in order to qualify an employee must be compensated on a salary or fee basis at a rate of not less than $455 per week and his or her primary duty must be the performance of office or non-manual work that is directly related to the management or general business operations of the employer that includes the exercise of discretion and independent judgment with respect to matters of significance. Some examples of this type of work include tax, finance, accounting, budgeting, personnel, and procurement related functions. No Foresters perform office work related to management or business operations as a primary duty and therefore do not meet the FLSA administrative criteria for overtime exemption.

Professional Exemption Status: in order to qualify an employee must be compensated on a salary or fee basis at a rate of not less than $455 per week and an employee's primary duty must be work requiring knowledge of an advanced type in a field of science or learning, which is customarily acquired by a prolonged course of specialized intellectual instruction; or be work

requiring invention, imagination originality or talent in a recognized field of artistic or creative endeavor. While Forestry work is professional and requires advanced knowledge, a wide variety of study fields are allowed to meet minimum qualifications and a substitution in the minimum qualifications allows for a combination of less than four years of college education and experience to qualify. Since the Forester occupation itself does not require an advanced specialized degree or special certification or licensing, Foresters do not meet the FLSA professional criteria for overtime exemption.

Executive Exemption Status: in order to qualify an employee must be compensated on a salary or fee basis at a rate of not less than $455 per week and the primary duty must be the management of a customarily recognized subdivision of the organization, including the customarily and regularly directing of work of two or more employees; and include authority to hire or fire other employees or make recommendations as to the change of status of other employees that are given particular weight. While some Foresters I and II may perform some elements of management, they do not perform the full range of managerial duties as a primary duty requirement. Most Foresters III, IV, and V, have as a primary duty management and supervision. Under FLSA, management is defined as activities such as interviewing, selecting, training and directing employees; maintaining production for use in supervision or control; appraising employee's productivity and efficiency for the purpose of recommending promotions or changes to status; handling complaints, grievances, and discipline; determining techniques, apportioning the work among employees; planning and controlling budgets and monitoring or implementing legal compliance measures.

Because they regularly manage a recognized subdivision (i.e. work unit, area office, region), and supervise at least two full time employees or the equivalent, most Foresters III, IV, and V with supervisory responsibilities meet the FLSA criteria for executive exemption and are not eligible for overtime.

Internal Alignment:

The salary range of a job class is determined based on internal consistency within the State's pay plans, in accordance with merit principles, with the goal of providing fair and reasonable compensation for services rendered and maintaining the principle of "like pay for like work." In evaluating internal consistency, the difficulty, responsibility, knowledge, skills, and other characteristics of a job are compared with job classes of a similar nature, kind, and level in the same occupational group and job family or related job families.

Foresters

The Foresters perform a variety of professional duties in the development, protection, implementation, or maintenance of the Fire Management or Forest Resource Programs. DOF was asked to provide their recommendations for comparable job classes and submitted the following list for the Foresters: Natural Resource Specialist I/II/III, Park Specialist, Park Ranger I/II, Fishery Biologist I/II/III/IV, Wildlife Biologist I/II/III/IV, Habitat Biologist I/II/III/IV, Emergency Management Specialist II/III, Emergency Program Manager I/II, Natural Resource Manager I/II/III/IV, Fish and Game Regional Supervisor, and Park Superintendent.

The Forester series is included in the Natural Resource and Forestry family (PH03). This family includes classes of positions that advise on, administer, supervise or perform work related to land, forest, and natural resource management, development, production, conservation, and protection. This family is limited to professional and technical Natural Resources and Forestry job classes, and comparisons within this family were made to the following classes:

Range	Class
14	Natural Resource Specialist I
16	Natural Resource Specialist II
18	Natural Resource Specialist III
21	Natural Resource Specialist IV
23	Natural Resource Specialist V
18	Natural Resource Manager I
20	Natural Resource Manager II
22	Natural Resource Manager III
23	Natural Resource Manager IV

Since the number of job classes within this family was limited, the list of comparable classes was broadened to ensure full compensatory consideration. Other job classes that share similarities in duties and characteristics were found within the same occupational group but within other families.

PH01. Fish and Wildlife. This family includes classes of positions that advise on or administer professional and technical work with a focus on fisheries, wildlife, and habitat resources:

Range	Class
14	Fishery Biologist I
16	Fishery Biologist II
18	Fishery Biologist III
20	Fishery Biologist IV
14	Wildlife Biologist I
16	Wildlife Biologist II
18	Wildlife Biologist III
20	Wildlife Biologist IV
14	Habitat Biologist I
16	Habitat Biologist II
18	Habitat Biologist III
20	Habitat Biologist IV
22	Fish and Game Regional Supervisor

PH04. Parks. This family includes classes of positions that advise on, administer, supervise, or perform work involving management, development, coordination, and operation of parks, historical sites, recreational areas, and recreational activities. Initial preparation for employment is typically through general advanced education or experience with subsequent career progression based on progressively responsible experience:

Range	Class
14	Park Specialist
16	Park Ranger I
18	Park Ranger II
20	Park Superintendent

Job classes outside of the occupational group were also considered. Comparisons were made to the Emergency Planning and Response family (PD03) to ensure the fire fighting and emergency response aspects of the work were fully considered. This family includes classes of positions that administer, supervise, or perform work related to disaster planning, mitigation, response, recovery, and emergency service dispatch. Comparisons within these families were made to the following classes:

Range	Class
14	Emergency Management Specialist I
16	Emergency Management Specialist II
18	Emergency Management Specialist III
20	Emergency Program Manager I
22	Emergency Program Manager II

Entry level

Initial comparison to other professional entry level job classes includes:

- Fishery Biologist I (range 14). Fishery Biologists I conduct or assist higher level biologists with fishery management or research projects. The work involves assignments in which the scope, objective, priorities, methods and techniques are well defined and established by the supervisor. Incumbents are responsible for the more routine projects that require basic project design, data collection, reports and recommendations.
- Habitat Biologist I (range 14). Habitat Biologists I conduct or assist higher level biologists in development plans for impacts to fish and wildlife resources, habitats and public use or access to fish and wildlife. The duties involve assignments in which the scope, objective, priorities, methods and techniques are well defined and established by the supervisor. Little deviation from project plans is required and the incumbent is responsible for the more routine projects that require basic project design, data collection, reports and recommendations.
- Wildlife Biologist I (range 14). Wildlife Biologists I conduct and assist with wildlife management, research, or information and education projects. The work involves assignments in which the scope, objective, priorities and time-lines, methods and techniques are well defined and established by the supervisor. The work generally involves basic project design, field data collection, data compilation and report preparation and recommendations.
- Park Specialist (range 14). Park Specialists provide supportive services to protect and preserve natural, cultural and historic park resources. Positions in this job class provide visitor information and education maintain park units and facilities, ensure public safety, and assist rangers in enforcing park laws and regulations. Park Specialists use judgment and discretion to coordinate daily park operations, assist with investigations, prepare

reports and maintain records. The methods of performing tasks are explained in specific terms and the supervisor reviews the work while in progress or upon completion.

- Natural Resource Specialist I (range 14) performs a broad range of duties associated with the stewardship and management of all state owned land, water and other natural resources, except fish and wildlife. Incumbents collect and evaluate information, make preliminary decisions that are reviewed, approved and signed by higher level staff, and work on projects that are of short duration, having little permanent impact on state land use or ownership.

The Forester I assists higher level staff with forest management projects and is generally assigned specific duties, parts of a project, or may be responsible for implementing limited non-complex short-range projects or plans. At this level incumbents have a basic understanding of the professional concepts, methods, knowledge and application of forest management principals and practices. Incumbents work under close supervision and the work is reviewed by supervisors. Work assignments are generally standard, less complex and require frequently repetitive analyses, and are performed following well established procedures, guidelines, and regulations instructions; and limited judgment and decision making. Incumbents in this job class may serve as leads to technical staff in the field. There are no fire program related duties in this job class.

All selected comparable job classes and the Forester I perform entry level professional work. While the nature of the work varies among the job classes and the Forester I, the majority of the eight classification factors used in analyzing the job classes are closely comparable. The complexity of the work, nature of available guidelines, initiative required, nature and scope of recommendations, decisions, commitments, authority level, and consequence of error, are all very similar and consistent among the job classes. The work requires a basic foundation of the professional concepts, principles, and methods of the subject areas, and although the required qualifications vary slightly among job classes, they are sufficiently similar to be considered comparable for purposes of internal alignment. These similarities indicate the Forester I is appropriately aligned at range 14.

Journey Level

Initial comparison to other professional journey level job classes includes:

- Fishery Biologist II (range 16). Fishery Biologist II assists with the planning and implementation of project goals and objectives. While deadlines are established by higher level staff, the Fishery Biologist II is expected to select appropriate techniques and methods, determine approach and problem solve. Incumbents assign and coordinate work with others and make recommendations that may be used for management decisions. Incumbents may serve as an assistant area biologist or be responsible for a part or segment of a complex project of broad geographical scope.
- Habitat Biologist II (range 16). Habitat Biologist II assists with the planning and implementation of project goals and objectives. While deadlines are established by higher level staff, the Habitat Biologist II is expected to select appropriate techniques and methods, determine approach and problem solve. Subject to supervisory review, incumbents identify, plan, and develop protection or restoration strategies for fish and

wildlife habitats and coordinate the development of the department position statements on resource development projects.

- Wildlife Biologist II (range 16. Wildlife Biologist II assists with the planning and implementation of project goals and objectives. While deadlines are established by higher level staff, the Wildlife Biologist II is expected to select appropriate techniques and methods, determine approach and problem solve. Incumbents assign and coordinate work with others and make recommendations that may be used for management decisions. Incumbents may serve as an assistant area biologist or be responsible for a part or segment of a complex project of broad geographical scope.
- Park Ranger I (range 16). Park Ranger I serves as a commissioned peace officer to preserve and protect natural, cultural, and historic park resources. Incumbents enforce the State statutes and park regulations, investigate criminal activity, interview or interrogate witnesses or suspects and may make arrests.
- Natural Resource Specialist II (range 16). Natural Resource Specialist II performs journey level work in the development, administration, and analysis or implementation of programs to manage land, water, mineral and other state resources. Incumbents may either perform a wide range of duties in a regional management office or perform similar tasks within organizational units with a narrower focus.
- Emergency Management Specialist II (range 16). Emergency Management Specialists II perform journey professional level duties in state and local mitigation, preparedness, response, and recovery from natural and man-made events that threaten or impact life, health, and property on a large scale. Positions at this level provide guidance, advice, and assistance to communities and local governments in developing, establishing, testing, and evaluating emergency planning and response measures. Incumbents independently analyze community needs and resources, assist local officials in requesting additional assistance from state or federal agencies, and coordinate and direct state resources as the State On Scene Coordinating Officer. Incumbents provide situation reports and analytical briefings to agency management and local governments and recommend appropriate state and federal assistance.

The Forester II performs the full range of duties associated with the program or project. Incumbents use standard methods and techniques of the field, and either directly or through subordinate staff, exercises full delegated authority to plan, organize, schedule, evaluate, and implement projects or programs. Positions are located in either the Fire or Resource Management Program, and work in support of overall program objectives. Assignments are generally small scale or short term projects that are limited in scope, size, and complexity.

The most comparable job classes from the list are the Fishery, Habitat, and Wildlife Biologists. The nature of the work varies somewhat, particularly with those Foresters II involved with fire management related duties. However all job classes are related to the management and protection of resources, and incumbents in the Forester II and the comparable job classes perform a wide range of duties in support of their respective programs. All perform recurring assignments of moderate difficulty, apply well established techniques and methods to most situations and generally do not deviate from established methods. Similarities exist in the majority of the eight classification factors used to analyze the job classes. The complexity of the work, nature of available guidelines, initiative required, nature and scope of recommendations, decisions,

commitments, authority level, and consequence of error are consistent among the job classes. The basic qualifications are sufficiently similar to be considered comparable for purposes of internal alignment. These similarities indicate the Forester II is appropriately aligned at range 16.

Advanced level

Initial comparison to other professional advanced level job classes includes:

- Fishery Biologist III (range 18). Fishery Biologist III performs advanced professional level biological work to plan, develop, conduct and evaluate fisheries management and research projects and activities, or research, analyze, and consult on specific fishery issues or species impacting divisional operations and position statements. Incumbents conduct problem-solving analyses; determine objectives and strategy; and make decisions regarding areas of controversy in the projects.
- Habitat Biologist III (range 18). Habitat Biologist III performs advanced professional level work to plan, evaluate and recommend substantial changes to major development projects and land use permitting, project reviews, or land transfer decisions; or research, analyze, and consult on specific habitat issues impacting divisional operations, and position statements. Incumbents conduct problem-solving analyses; determine objectives and strategy; and make decisions regarding areas of controversy in the projects.
- Wildlife Biologist III (range 18). Wildlife Biologist III performs advanced professional level biological work, either planning, developing, conducting and evaluating wildlife management and research or information and education projects, or researching, analyzing, and consulting on specific wildlife issues or species impacting divisional operations and position statements. Incumbents conduct problem-solving analyses; determine objectives and strategy; and make decisions regarding areas of controversy in the projects.
- Park Ranger II (range 18). Park Rangers II serve as commissioned peace officers, supervise subordinate Park Rangers I, and direct park staff in the preservation and protection of natural, cultural and historic resources of Alaska State parks. Park Ranger II is the supervisory level of the series. They perform law enforcement activities, and supervise subordinate commissioned Park Rangers and other park staff in the performance of their duties.
- Natural Resource Specialist III (range 18). Natural Resource Specialist III performs advanced level professional work in the development, administration, analysis, or implementation of programs to manage the land, water, mineral, forest, oil, gas, agricultural, natural and cultural history, park, and related surface and subsurface resources of the state. Incumbents exercise independent judgment based upon in-depth knowledge of policies, regulations, statutes, resources, and surface and subsurface land management principles.
- Natural Resource Manager I (range 18). Natural Resource Manager I is the working supervisor of an organizational unit(s) performing professional work in the development, administration, analysis or implementation of programs to manage the land, water, mineral, forest, oil, gas, agricultural, natural and cultural history, parks and related surface and subsurface resources of the state. The managerial element at the NRM I level is almost exclusively related to supervising employees, and the complexity of the function, program or project that is managed will necessarily include the professional work the incumbent does directly.

- Emergency Management Specialist III (range 18). Emergency Management Specialists III perform either 1) supervisory level or 2) advance professional level duties in state and local mitigation, preparedness, response, and recovery from natural and man-made events that threaten or impact life, health, and property on a large scale. Under both options of the Emergency Management Specialist III job class, positions draft and recommend changes to policies, procedures, regulations, and statutes to address changes in national standards, technological developments, or emergency response capabilities. Incumbents in this job represent the division on state, federal, and international committees and commissions and ensure the division's principles and goals are considered and addressed in decisions and recommendations. Incumbents at this level provide expert guidance and mentoring to professional and paraprofessional staff; analyze situations, issues, and problems which are not covered by policy and procedure; and determine actions and solutions consistent with the agency's goal and statutory requirements.

The advanced level Forester designs, plans, and coordinates the implementation of long range forest management, forest fire prevention/suppression, forest insect/disease control, or forest stewardship programs and large projects. Duties are primarily complex and analytical in nature, involving difficult or exceptional matters that require advanced knowledge and substantial independent judgment and discretion to select and modify approaches, methods, or techniques. Foresters III serve as consultants to staff and outside agencies, and have substantial responsibility for determining, planning, and controlling resources.

While there are similarities in elements of the work for most of the comparable job classes, the job classes from the list that compare most favorably to the Foresters III are the Fishery, Habitat, and Wildlife Biologist III. The Foresters III in both the Fire and Resources Management Programs and incumbents in the comparable job classes have substantial responsibility to plan, control and determine the resources necessary to perform the work for projects or activities. Assignments are characterized by broad scope and complexity, limited guidelines, unprecedented methodologies, and extensive external interaction. This requires professional knowledge and skill to solve problems, modify or adapt standard techniques and procedures, and to devise strategies and plans to overcome significant issues and problems. Similarly the Foresters III and Biologists III have a wide scope of programmatic responsibility, work with controversial and complex projects, or may serve as a specialist in resolving complex issues subject to controversy and contributing to management decisions. At this level, these job classes include administrative and/or supervisory responsibilities, with authority to commit the division to a course of action.

Similarities exist in the majority of the eight classification factors used to analyze the job classes. The complexity of the work, nature of available guidelines, initiative required, nature and scope of recommendations, decisions, commitments, authority level, and consequence of error, are all very similar and consistent among the job classes. The basic qualifications are the same among job classes and sufficiently similar to be considered comparable for purposes of internal alignment. These similarities indicate the Forester III is appropriately aligned at range 18.

2nd advanced or 1st managerial level

Initial comparison to other professional 2nd advanced level or 1st managerial job classes includes:

- Fishery Biologist IV (range 20). Fishery Biologist IV, Option 1, has significant program administration and supervisory responsibilities, involving the oversight of management or research activities/projects in a region. Under Option 3, the role is a technical specialty expert and consultant, developing a multiplicity of effort and policy decisions to coordinate, negotiate and resolve controversial fisheries related issues among state, federal and private representatives.
- Habitat Biologist IV (range 20). Habitat Biologist IV, Option 1, has significant program administration and supervisory responsibilities, involving the oversight of management or research activities/projects in a region. Under Option 3, the role is as a technical expert and consultant, developing a multiplicity of effort and policy decisions to coordinate, negotiate, and resolve controversial habitat related issues among state, federal and private representatives.
- Wildlife Biologist IV (range 20. Wildlife Biologist IV, Option 1, has significant program administration and supervisory responsibilities, involving the oversight of management or research activities/projects in a region. Under Option 3, the role is a technical expert and consultant, developing a multiplicity of effort and policy decisions to coordinate, negotiate, and resolve controversial wildlife related issues among state, federal and private representatives.
- Park Superintendent (range 20). Park Superintendents are responsible for the administration and management of a major geographical area having manifold uses, diverse operations and administrative complexity. Park Superintendents manage a specific area requiring comprehensive area planning, development and administration of budgets with multiple components, analysis of area wide staff utilization and development of policies and procedures. Park Superintendents direct the operations of park management areas and oversee law enforcement activities through subordinates.
- Natural Resource Manager II (range 20). Natural Resource Manager II is the supervisor and technical manager of organizational unit(s) performing professional work in the development, administration, analysis or implementation of programs to manage the land, water, mineral, forest, oil, gas, agricultural, natural and cultural history, parks and related surface and subsurface resources of the state.
- Emergency Program Manager I (range 20). Emergency Program Manager I is the first level of the managerial series. Positions at this level manage programmatic functions as a senior staff consultant or advisor with expertise in one or more program areas and supervise advanced level professionals or subordinate supervisors of journey level professionals. Incumbents have a significant role in formulating and administering division policies, procedures, and programs. Incumbents have substantial responsibility for representing the division in contacts and negotiations with other federal, state, and local agencies; managing division operations, including budget, personnel, legislation, and information services; and advising the Division Director on administrative and operational issues.

Forester IV is 2nd advanced level in the series where the primary focus is program delivery, evaluation, and quality control. Incumbents manage complex programs, provide direction, leadership, and supervision to professional staff, and set program priorities. Foresters IV serve as technical authority to staff, land managers, and regulatory enforcers to outside agencies and the public. The Forester IV participates in and assists senior program managers with strategic

planning, policy and procedure development, and has significant administrative and fiscal responsibilities.

Although the Natural Resource Manager II, and Emergency Program Manager I job classes share similarities within the managerial aspects of the work, the Forester IV most closely aligns with the Fishery, Habitat, and Wildlife Biologists IV. All of these job classes provide direction and administrative oversight of resource management or research projects or activities for an assigned geographical area, such as for a region. All are responsible for developing, reviewing, and approving operational plans and methods, performing quality control of program activities and the implementation of management decisions, evaluating the effects of proposed regulatory actions, presenting information to a variety of agencies or advisory committees, and assisting in determining the scope and appropriateness of program activities or projects as they relate to management needs. For the Forester IV, in both the fire and resources programs, the advanced work is defined by the assignment of the most complex work in the forestry programs and the technical oversight provided to professional staff. At this level there is also a shift to performing managerial responsibilities which is consistent with the duties of the comparable job classes. Incumbents assist with developing regional and divisional policy and exercise significant decision making authority. As a technical consultant, incumbents consult, direct and coordinate specific functions, program areas, or issue-specific activities having significant impact on policy, assist in division development and review of proposed program related state and federal joint protocols, coordinate intradepartmental and external agency discussions and represent the department as senior issues coordinator or a technical consultant.

Similarities exist in the majority of the eight classification factors used to analyze the job classes. The nature and complexity of the work, nature of available guidelines, initiative required, nature and scope of recommendations, decisions, commitments, authority level, and consequence of error, are all very similar and consistent among the job classes. The basic qualifications are the same among job classes and sufficiently similar to be considered comparable for purposes of internal alignment. These similarities indicate the Forester IV is appropriately aligned at range 20.

Managerial level

Initial comparison to other managerial job classes includes:

- Natural Resource Manager III (range 22). Natural Resource Manager III develops and implements policy for managing the particular resource, program administration (personnel and budget), represents the department's activities in the particular area of resource management, and advises the division director or commissioner on policy alternatives. Natural Resource Manager III positions typically are regional managers or section heads.
- Natural Resource Manager IV (range 23). Organizational units administered by Natural Resource Manager IV typically are divisions or the majority of a division's programs. Natural Resource Managers IV have line authority over the majority or all of the operations in a division and are heavily focused on administrative duties.
- Fish and Game Regional Supervisor (range 22). Fish and Game Regional Supervisors supervise all fisheries, game or habitat management and research activities in a region of the State for the Department of Fish and Game.

- Emergency Program Manager II (range 22). Emergency Program Managers II serve as senior managers responsible for planning, organizing, directing and controlling resources and program delivery for state and local mitigation, preparedness, response, and recovery from natural and man-made events that threaten or impact life, health, and property on a large scale. Incumbents have a significant role in formulating and administering division policies, procedures, and programs. Incumbents have substantial responsibility for representing the division in contacts and negotiations with other federal, state, and local agencies; managing division operations, including budget, personnel, legislation, and information services; and advising the Division Director on administrative and operational issues.

Forester V is the Senior Management level in the series. Incumbents serve as the manager of a large organization who provides overall program direction and administration through the development and implementation of long term program goals and objectives, organizational structure, budget, personnel, and fiscal management. Work at this level is characterized by the role as senior program manager and advisor to the Division Director and Deputy Director; the administrative responsibility of directing and controlling resources for program delivery which includes budget development, fiscal control, personnel administration, and procurement; the responsibility for formulating operational policies and procedures for implementing the program; and the technical and supervisory authority over all Resource and/or Fire Program Managers.

The Forester V most closely aligns with the Natural Resource Manager III, Emergency Program Manager II, and the Fish and Game Regional Supervisor. All manage fiscal, operational, and reporting issues related to funding sources. Incumbents develop, provide oversight to and implement budgets to ensure compliance with state and federal regulations. Other managerial responsibilities include formulating and administering division policies and procedures, and leading the management staff in developing, recommending, and identifying issues that may affect the division, such as goals, problems, solutions, day-to-day operational issues. Incumbents develop and implement program goals and objectives to accomplish those of the department, exercise full authority to commit the division in negotiations and agreements with federal, state, local governments and other agencies, and provide statewide or regional managerial audit of program effectiveness and fiscal integrity. Positions at this level take the lead in policy development analysis which includes advising the director and commissioner on major changes needed in policies, regulations or statutes and revising priorities based on agency or public need.

The Forester V and the comparable job classes are full managerial job classes. Similarities exist in the majority of the eight classification factors used to analyze the job classes. The nature and complexity of the work, nature of available guidelines, initiative required, nature and scope of recommendations, decisions, commitments, authority level, and consequence of error, are all very similar and consistent among the job classes. The basic qualifications are the same among job classes and sufficiently similar to be considered comparable for purposes of internal alignment. These similarities indicate the Forester V is appropriately aligned at range 22.

State Logistics Center Coordinator

The State Logistics Center Coordinator is a single position job class responsible for supervising, coordinating and directing the statewide wildland fire dispatch and logistics center and staff. This

is a new job class that will be placed in the Emergency Planning and Response family (PD04). This family includes job classes of positions that administer, supervise, or perform work related to disaster planning, mitigation, response and recovery and emergency service dispatch. Comparisons to other professional job classes within this family include:

- Emergency Management Specialist I (range 15). Emergency Management Specialist I is the entry level of the professional series. Positions at this level assist in the review and evaluation of local emergency management plans and draft parts of statewide plans for higher level staff. Incumbents interpret multiple state and federal statutes and regulations, along with manuals and guides from a variety of specialized national organizations, to assess or develop emergency response plans that are appropriate to a community or to the state's requirements. Incumbents assist higher level staff with on-site assessment and response activities. Incumbents draft reports and documents for situation and status briefings.
- Emergency Management Specialist II (range 16). Emergency Management Specialist II serves as the division's representative on-site to coordinate initial assessment and response activities. Incumbents independently analyze community needs and resources, assist local officials in requesting additional assistance from state or federal agencies, and coordinate and direct state resources as the State On Scene Coordinating Officer. Incumbents provide situation reports and analytical briefings to agency management and local governments and recommend appropriate state and federal assistance.
- Communications Center Supervisor (range 14). Communication Center Supervisor is responsible for the dispatching services of a major communications center that provides 24-hour coverage, seven days a week for the Alaska State Troopers, Fish and Wildlife Protection, and other agencies, including municipalities, fire departments and emergency medical services.

The State Logistics Center Coordinator is responsible for ensuring the effective and efficient execution of dispatch and mobilization operations that involve the center. Responsibilities include developing and implementing internal operational strategic plans; interpreting statutes, regulations, policies, and procedures; and developing strategies that maximize operational effectiveness and efficiency. The incumbent has substantial responsibility for representing the division in contacts and meetings with other federal, state, and local agencies; managing program operations, controlling resources; and oversees the center's personnel and administrative matters.

The State Logistics Center Coordinator most closely aligns with the Emergency Management Specialist II. Duties go beyond supervising staff in that the incumbent is responsible for coordinating and directing the processing and mobilization of resource orders in support of fire activity to and from the Division of Forestry Area Offices and state protected areas. Responsibilities are focused on coordinating the support for all Area Offices during extended fires and all risk emergencies. These responsibilities indicate the State Logistics Center Coordinator should be aligned at range 16.

Conclusion:

Creating a job class to fill the salary range gap and complete the series is appropriate. The Forester V has been created and all class specifications for the series have been revised to more accurately reflect the work performed at each level.

A new job class, State Logistics Center Coordinator was created to more accurately define the work performed in this job class.

The Foresters I-V are assigned salary ranges 14, 16, 18, 20, and 22 respectively. The State Logistics Center Coordinator is assigned salary range 16.

The new classes are effective April 16, 2006.

Attachments:
Final class specifications

cc: Chris Maisch, Director
Division of Forestry
Department of Natural Resources

Nico Bus, Director
Division of Administrative Services
Department of Natural Resources

Management Services – Resources Group

Technical Services – Resources Group

Employee Services

Employee Records (original PD, FLSA worksheet & copy of memo)