M E M O R A N D U M

State of Alaska
Department of Administration
Division of Personnel & Labor Relations

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Subject: Environmental Health Labs Study

Preamble:
In the fall of 2005, the Department of Environmental Conservation (DEC) submitted four position descriptions along with a study request to modify the existing Chief, Environmental Health Laboratory job class and create three new single-position job classes: Manager, EH Labs Administrative Operations, Manager, EH Labs Quality Management System, and EH Biological Analysis Manager. The Environmental Health Laboratories (EH Labs) in Palmer, AK was being replaced by a new state-of-the-art facility located in Anchorage that would require a larger and more technically proficient staff.

Study Scope:
Originally this study was to encompass the four positions above. Then in January 2006 DEC removed the administrative position from consideration as they submitted a revised set of study position descriptions. In March 2006, during a phone conversation, the Director of Environmental Health requested that the study focus only on the Chief and the EH Biological Analysis Manager.

Study Method:
In September 2005, DEC submitted four position descriptions and a request for a job class study of the four, in anticipation of new staffing needs at the soon-to-open Anchorage EH Labs. A second version of the administrative position description was submitted shortly thereafter. In October, the Division of Personnel returned the position descriptions with a request that the duties section of the position descriptions be shortened and clarified, the new laboratory organizational structure be clarified, and that DEC reconsider proposed plans for PCN 187130, which involved a request for a 7-range increase for a filled position to a proposed new administrative job class, when the duties seemed to fit well within the State's existing administrative job classes. In January 2006, revised position descriptions with organizational charts were received for PCNs 187306 (Chief), 187752 (proposed EH Biological Analysis Manager), and 187503 (proposed Manager, EH Labs Quality Management System). After clarifying that PCN 187130 had been removed from the study, a date for the study planning meeting was set. The teleconferenced meeting occurred January 25, 2006. Issues, study goals and a tentative schedule, and the study process were all discussed.

This analyst read the position descriptions, researched other related occupational information, and reviewed the materials from the 2003 Microbiologist/Laboratory Technician class study and the 2004 State Veterinarian class study. In mid-February this analyst made a site visit to the new Anchorage EH Labs, where staff gave extensive presentations and a facility tour, and participated in individual position interviews. In mid-March the Director of Environmental Health expressed some concerns over the EH Labs' plans for pursuing International Organization for Standardization certification, and all the effort and resources the quest would require. She requested removal of the related PCN 187503 from the study. After analyzing the information gathered, class concepts were developed. The draft revised definition and distinguishing characteristics for the Chief, EH Labs class were submitted to DEC for review and comment; they offered one small factual correction. Thereafter, full draft class specifications for the Chief and the new EH Biological Analysis Manager were released for departmental review and comment. Comments were received and incorporated, and final class specifications were provided to DEC. Positions were then allocated to the revised and new study classes. An internal alignment analysis was conducted for both positions. Final study documentation was completed and provided to the department in draft for review. When DEC did not contest the results, the study was implemented August 1, 2006.

History of Job Class:

In August 1989, the DEC Personnel Office recommended establishing a new Chief, Environmental Health Laboratory (R22) job class to reflect the duties of the lead position at the Palmer EH Labs, PCN 187306. The range was selected because of the position's statewide authority for both the State Pesticide enforcement, training and certification program; and the Environmental Microbiology Laboratory, similar to the level of responsibility of the then current Environmental Conservation Managers (R22). This also placed the Chief, EH Labs class above that of the Microbiologist IV (R20) class, with only regional responsibility for oversight of Public Health Laboratory operations, and on par with the Chemist V (R22) job class, with statewide responsibility for management of the Environmental Quality chemistry laboratory. The single-position Chief, EH Labs class was established in April 1990. In June 1994 the single position in the class was reallocated to Environmental Conservation Manager III (R23), and the following month the Chief, EH Labs job class was abolished. In early 2003, DEC was not successful in recruiting for PCN 187306 and concluded that the more general minimum qualifications of the Environmental Conservation Manager III class were not adequate to meet the recruitment needs for the EH Labs. DEC requested reestablishment of the Chief, EH Labs job class and the work of PCN 187306 was reviewed during the Microbiologist/Laboratory Technician class study that spring. In May 2003, the Chief, EH Labs job class was revised and reestablished at R22, one range lower than the Chief, Public Health Laboratories (R23), which was simultaneously reviewed along with all positions allocated to Laboratory Technician I-II, Environmental Laboratory Technician, Microbiologist I-IV, and Environmental Microbiologist I-III.

The new EH Biological Analysis Manager job class is proposed for the position responsible for the scientific and administrative management of the EH Labs' Biological Analysis section, with programs in marine toxins, seafood/shellfish safety, ready-to-eat food safety, dairy analysis, drinking water, animal health, and molecular biology.

Class Analysis:

The Chief, Environmental Health Laboratories, is a management-level single-position job class overseeing the operations of the lab, located in Anchorage. This position reports to the Division Director, and supervises the lab's management team, comprised of the heads of both biological and chemical analysis, the quality manager, and the head of the laboratory support services team. Directly and indirectly, the position supervises approximately 22 positions. This position is responsible for administering the regulatory programs of the EH Labs. In addition to providing expertise in laboratory operations, the Chief, Environmental Health Laboratories establishes program goals and policies, provides strategic vision for the organization, administers the budget, allocates resources, ensures compliance with federal and state regulations, and coordinates program operations with other federal and state agencies. The incumbent directs the implementation of the lab's comprehensive Quality Management System, impacting all aspects of business operations and practices.

The EH Biological Analysis Manager is a mid-management single-position job class overseeing the lab's biological analytical testing processes. This position reports to the Chief and supervises a team of seven professional and technical staff, each assigned their own specialty area: marine toxins, seafood/shellfish safety, ready-to-eat food safety, dairy analysis, drinking water, animal health, and molecular biology. This position provides input on the development and implementation of the lab's Quality Management System for the Biological Analysis section. The incumbent serves as a scientific expert and consultant to the EH Labs Chief and to the program managers of various health-related programs within the department, collaborating in the planning, development, implementation and enforcement of the statewide Seafood/Shellfish Sanitation, Dairy/Food Sanitation, and Animal Health monitoring and regulatory programs. However, the list of programs or projects for which this section provides analytical support is not static; as new environmental health concerns arise, the incumbent researches and develops appropriate, cost-effective testing procedures, interfaces with the relevant departmental heads, and trains staff in the new procedures. The lab's brand new Avian Influenza program is such an example. This position must be able to rapidly assess developing issues and concerns and organize a plan of response from the lab, generally within existing resources.

In both classes exists an unusually high level of potential consequence for error, since the work of the laboratories is to conduct analytical testing for potential pathogens in food, water, soil and animal disease carriers that might be harmful to the public's health. Rigorous controls have been implemented to insure the safe handling, storage and transport of samples, and complete accuracy, validity and reliability of all testing procedures and results. Staff are trained, drilled and very closely monitored for compliance with all Quality Management System requirements. A testing error could potentially result in consequences up to and including illness, loss of human life on a small or large scale, environmental damage, economic sanctions, embargos or loss of trade from other states or countries.

The state's classification plan provides for the grouping of positions into job classes when they are sufficiently similar with respect to duties and responsibilities, degree of supervision exercised and received, and entrance requirements so that: 1) the same title can be used to clearly identify each position; 2) the same minimum qualifications for initial appointment can be established for all positions; 3) the same rate of basic pay can be fairly applied to all positions; and 4) employees in a particular class are considered an appropriate group for purposes of layoff

and recall. Job classes should be constructed as broadly as is feasible as long as the tests of similarity are met.

In the case of both the Chief and the EH Biological Analysis Manager, based on these four tests for grouping multiple positions together into a job class, it is appropriate to separate their bodies of work from all currently existing related classes and series, as stand-alone, single-position classes.

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 "Chief, Environmental Health Laboratories," while lengthy, does very specifically define and describe the position's unique body of work as the head of the labs, and it is clear as to organizational affiliation and environment. This study proposes no change to the Chief's title.

The title "EH Biological Analysis Manager" is slightly more ambiguous, since both the DF&G fish pathology laboratory and the Public Health laboratories also conduct biological analysis. To add the full division name to this title would be cumbersome, and not to include biological analysis would miss the focus of the position. Thus, EH Biological Analysis Manager is proposed as a workable compromise, and recognizes the position's managerial authority over the biological half of the Environmental Health Laboratories' analytical services.

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.

In this era of considerable recruitment and retention difficulty across many State of Alaska job classes, establishing appropriate minimum qualifications becomes all the more important. The goal is to be specific enough that all those who meet the minimum qualifications do possess the knowledge, skills and abilities to perform acceptably in the position by the conclusion of the probation period, while leaving as much flexibility as possible, allowing for multiple potential "feeder pools" within the State system or outside.

Both these study classes clearly need an educational background in the sciences. For the Chief, a broader array of qualifying science degrees is appropriate, reflecting the variety of scientific areas covered in the lab's work. However, for the EH Biological Analysis Manager's role, since the work of the section all focuses on biological analysis, it is reasonable to limit qualifying education to degrees in a biological or lab science, microbiology, or a closely related field.

Establishing a truly minimum level of qualifying experience has been more of a challenge. The State's policy is not to require applicants to "have been one, to become one," and therefore experience requirements must be set at a level of work below that of the subject class. Again, the end is to define what previous work history would adequately prepare an individual for performing acceptably in the role by the end of the probationary period. Workload pressures, resource shortages and lack of time for providing training often drive hiring managers to seek applicants who would be capable of full proficiency performance from the start, but to set experience requirement at that level is not legally defensible and could be construed as creating an artificial barrier to employment. Thus, after discussion with study contacts, the decision was made to establish these minimum qualifications:

Chief, Environmental Health Laboratories
Bachelor's degree from an accredited college in microbiology, chemistry, a biological or laboratory science, medical technology, or a closely related field
AND
Four years of advanced professional level experience managing one or more regulated programs in a diagnostic laboratory utilizing a quality management system.

EH Biological Analysis Manager
Bachelor's degree from an accredited college in a biological science, a laboratory science, microbiology, or a closely related field
AND
Two years of advanced professional experience performing biological or microbiological testing for regulated programs in a diagnostic laboratory utilizing a quality management system.

Limiting qualifying experience to that under *regulated* programs ensures an applicant's familiarity with the processes of adhering to legal guidelines. Leaving the required setting as broad as *diagnostic laboratory* allows for a number of different potential feeder pools, whereas specifically requiring previous public health laboratory experience would constrain recruitment. Requiring experience within a setting utilizing a quality management system will hopefully reduce a new hire's adaptation time to the stringent requirements of the EH Labs, where their Quality Management System is the backbone of the laboratories and drives virtually all decisions made and actions taken.

Class Code:
The Classification Outline is the hierarchy by which all State of Alaska job classes and job class series are sorted into job families and occupational groups. A unique Class Code is assigned to each job class based on the placement of the job class into this classification schematic. 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.

Both the Chief, Environmental Health Laboratories job class and the EH Biological Analysis Manager job class are being placed within the PG07 "Health Laboratory and Related" job family, within the overarching PG "Medical, Public Health and Related" occupational group:

Class code **PG0748** – EH Biological Analysis Manager
Class code **PG0749** – Chief, Environmental Health Laboratories

Fair Labor Standards Act
The two 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). Both meet the salary criteria for exemption.

The primary duty of the Chief, Environmental Health Laboratories is to plan, organize, direct and manage the overall activities of the laboratories, providing analytical and technical information in support of State and national health programs. The work involves full supervisory authority over several subordinate positions and meets the salary criteria of the exemption language. Therefore an employee occupying this full-time salaried position would meet the *executive* criteria for exemption from the FLSA's overtime provisions and would be overtime ineligible.

The primary duty of the EH Biological Analysis Manager is to coordinate and manage the activities within the Biological Analysis labs, providing technical oversight of advanced scientific testing and reporting. The work involves full supervisory authority over seven subordinate positions and meets the salary criteria of the exemption language. Therefore an employee occupying this full-time salaried position would meet the *executive* criteria for exemption from the FLSA's overtime provisions and would be overtime ineligible. Likewise, an incumbent would meet the *professional* criteria for exemption, based on the position's primary duty requiring of the incumbent advanced knowledge in a "field of science or learning customarily acquired by a prolonged course of specialized intellectual instruction."

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.

Typically, comparator job classes are selected from within the same job family as the study class or, if that group fails to yield an adequate pool of comparison classes, then one turns to other job classes within the larger occupational group. Both of the study classes fall within the newly defined PG07 job family, "Health Laboratory and Related." This job family also includes such job classes as Embalmer, Microbiologists, Public Health Microbiologists, and the Chief, Public Health Laboratories. And both study classes fall within the larger PG occupational group, defined as "Medical, Public Health and Related." Other job families within this group include Health Administration, Nursing, Medical, Mental and Behavioral Health Services, and Special Health Services.

Comparator classes are selected from within these two concentric circles of the Class Outline, generally, based on degree of similarity with the study class(es) in their central focus or primary purpose, and overlap in the array of classification characteristics involved in Whole Job

Analysis. What is the level, nature and scope of the work? In what setting do they perform and what considerations most impact assignments? What is the scope of their decisions and commitments, and what are the potential consequences of error? How prescribed is the work; how much initiative, imagination, vision and creativity do responsibilities demand? To whom do they report and whom do they supervise? What minimum qualifications are required for entry into the class?

Analysis – Chief, Environmental Health Laboratories

From within the job family, Chief, Public Health Laboratories is selected for comparison, and from the broader occupational group, Health Program Manager IV, State Veterinarian, Chief, Emergency Medical Services, and Medicaid Pharmacy Program Manager are selected. All represent classes of managerial, policy level positions over programs with moderate to significant potential impact on human health. They tend to oversee programs demanding organizational structures of enough complexity to include multiple supervisory layers. Minimum qualifications generally involve a graduate degree in one of numerous specific sciences and 2 years of supervisory or advanced professional level experience in the job field. In some cases, certification or licensure is also required.

PG0759, Chief, Public Health Laboratories (R23) – This position administers the state Public Health Laboratories' programs and services as Laboratory Director and Clinical Consultant under the Clinical Laboratory Act of 1988 for the state Public Health Laboratories and clinical laboratories administered by the Section of Nursing. The incumbent is responsible for administering and managing the state Public Health Laboratories, Radiological Health, Bio-Monitoring, and Toxicology programs. The incumbent provides direction, control, and coordination with the Center for Disease Control and the public health operations of other states, and provides expert consultation and clinical diagnosis and recommendations to health care providers. The incumbent establishes the scope of operations of the Public Health Laboratories within the requirements of state and federal law and works with the division management to coordinate operations with other sections of the Division of Public Health and other state, federal, and local agencies.

The Chief, EH Labs is most closely aligned with the Chief, Public Health labs, of all the comparison classes selected. Both serve as program managers over supervisory, advanced professional scientific laboratory staff managing units or small sections within the overall program. Both report to their respective Division Director. Their programs' missions are closely related, both aiming at protecting public health through analytical testing designed for detection of pathogens or disease prevention and control. Their roles require in-depth familiarity with a wide variety of scientific principles and practices, and the ability to respond to new, unidentified threats to public or environmental health. Supervision of these two single-position classes is generally only in the form of very broad goals and expectations handed down, with some closer instruction given in certain administrative functions. Both Chiefs operate programs that are tightly federally regulated and require extreme measures of monitoring and control of laboratory practices to ensure regulatory compliance; while innovation is an essential part of the work in moving the laboratories into the most cutting-edge processes, at the same time there is very little room for deviation from standards. In both settings, the Chief and other staff work in an environment containing potentially harmful samples. Safety practices are paramount in

protecting both staff and the general public; the consequences of error of action or judgment in either setting could be extreme.

The Public Health Laboratories' physical and organizational structure is somewhat more complex in that the laboratories are located in two separate geographic regions, complicating communications, coordination, staffing and the likes. The Public Health Laboratories Chief class also required a Ph.D. in one of numerous fields, versus the bachelor's of science for the EH Labs Chief. However, the EH Labs operate under the regulatory control of multiple federal agencies whose requirements may occasionally conflict, requiring the expert judgment of the EH Labs Chief in determining the most appropriate, legal course of action. While a few notable differences exist between these two, overall they are deemed to be at an equal level.

PG0124, Health Program Manager IV (R23) – Health Program Managers develop, implement and administer programs to ensure appropriate and effective public health care delivery systems, services and operations in the State of Alaska. Positions are concerned with programmatic and administrative matters relating to public health activities in the state. Typical programmatic areas may include maternal, child and family health, nutrition, emergency medical services, and health promotion and risk reduction. Health Program Manager IV positions either administer a large multifaceted statewide organizational unit, or function as a deputy to the division director in determining overall administrative and policy direction, establishing priorities and allocating staff and financial resources for public health service planning and program implementation, and managing the financial and administrative functions of the division. Positions in the class are responsible for program planning, development and implementation; program monitoring and evaluation; policy and procedural development; budget planning and monitoring; contract or grant negotiation an administration; and programmatic consultation, training and technical assistance to local health care programs or providers.

The Chief, EH Labs is a more focused, specialized role than that of the Health Program Manager IV, where there are two class concept options and multiple, varied positions within the class. The Health Program Manager IV appears to function more strictly an administrator and manager, without the required scientific expertise the EH Lab situation demands. However, one of the options under the Health Program Manager IV is that of serving as Deputy Director for a division, with overall division-wide responsibilities for resource allocation, priority and policy determination, and management of the division's financial and administrative functions. This is certainly a broader scope than the responsibilities assigned to the EH Labs Chief. Likewise, the minimum qualifications for the Health Program Manager IV are a master's degree in one of numerous fields instead of a bachelor's of science. Information about the remaining several classification factors is not clear from the class specifications. There are conflicting indications that the Health Program Manager IV functions at both a higher and a lower level than the EH Labs Chief, but overall there is insufficient information to make a solid determination.

PG0462, State Veterinarian (R23) – This position is responsible for the planning, direction and management of the state's veterinary animal health and animal industry programs. The State Veterinarian, as the state's expert in veterinary medicine, manages multiple programs to protect human and animal health, including the regulation of biologics for treatment of domestic animals; transportation of animals or animal parts into or out of Alaska; and dairies and livestock raising and processing facilities. The incumbent in this position works with federal, State, and

local government representatives, private veterinarians, livestock producers and pet owners to investigate, identify, and respond to animal diseases affecting domestic animals or wildlife occurring in-state or that may be brought into Alaska through natural migrations, importation of animals or animal parts, or intentional introductions as a result of bioterrorism/agroterrorism.

The State Veterinarian position is housed within the EH Labs and benefits from the facility management, equipment procurement and upkeep, and other administrative services overseen by the Chief, EH Labs for the entire operation. The State Veterinarian's role is narrower and more specialized than that of the EH Labs Chief, bearing less responsibility for management and coordination of staff (3 versus 22), and no responsibility for budget development and monitoring, and resource allocation. The EH Labs' safety and Quality Management Systems are both additional responsibilities of the EH Labs Chief, and areas where the State Veterinarian and staff benefit from the other's work. Both positions share the principle responsibility of oversight of multiple laboratory programs that control and prevent the spread of disease, and ensure health. Both roles involve maintaining national and international scientific contacts, and serving as technical advisor and consultant to other high level professionals on matters of policy and practice. Supervision received is very similar, with perhaps a bit more independence granted to the State Veterinarian simply due to the absence of administrative responsibilities in the position. Regulatory guidelines for the State Veterinarian's programs are less numerous and complex than those with which the EH labs must deal, and program coordination responsibility for the EH Labs Chief is greater, due to the more varied and numerous analytical programs under the position's purview. Required levels of initiative and originality, and the nature of person-to-person contacts are quite similar, as are the nature and scope of decisions and the consequences of error. While level indicators are somewhat mixed in comparing these two classes, overall there appears to be greater similarity than dissimilarity.

PG0601, Chief, Emergency Medical Services (R22) – This position plans, implements and directs the statewide Emergency Medical Services and injury prevention programs within the Department of Health and Social Services. Duties include supervision of professional staff, policy development, budget development and financial management, staffing the Governor's Advisory Council on EMS in developing statewide program priorities, representing the department in the coordination of disaster planning and response, ensuring the licensure and certification of statewide EMS personnel, drafting program regulations, and testifying before the legislature.

Although the focus of Emergency Medical Services Chief and the EH Labs Chief is different, the mix of managerial, administrative and programmatic responsibilities is relatively similar, as is supervision given and received. The nature of the EH Labs Chief's responsibility for staff and program oversight is more exacting, more demanding, due to the potential high consequence of error. The Emergency Medical Services Chief minimum qualifications are higher. However, the class specifications for the Chief, Emergency Medical Services have not been reviewed and updated in over thirty years, lack specificity in numerous areas, and are inadequate for purposes of comparison.

PG0633, Medicaid Pharmacy Program Manager (R22) – This position administers Alaska's Medicaid Pharmacy Program; develops, implements and oversees policies and procedures, assesses pharmacy services for quality and compliance with state and federal requirements; and

reviews and authorizes reimbursements for pharmaceutical services. The incumbent is responsible for managing Alaska's Medicaid Pharmacy Program and for auditing the appropriateness of actions and documentation of retail and institutional pharmacies statewide. This position analyses the medical and technical issues of the program.

This single-position class shares with the EH Labs Chief the common characteristics of management of and policy development for a public health-related program, requiring considerable technical knowledge as well as the ability to interpret and apply federal and State regulations. However, there the similarities end. The EH labs Chief is tasked with the management of multiple programs involving scientific testing, analysis and documentation; must understand and coordinate the labs' compliance with the requirements of multiple federal regulating agencies; supervises and oversees a staffing structure that includes subordinate supervisors/managers; is responsible for a full array of administrative services for the labs; maintains national and international contacts, etc. The nature, variety and complexity, the supervisory responsibilities and the responsibility for adherence to complex guidelines under the EH Labs Chief class far exceed that under the Medicaid Pharmacy Program Manager class. Initiative is a must in the EH Labs Chief's task of staying constantly abreast of new potential health threats and overseeing development of methodologies, policies and procedures to respond to those threats.

In a pay analysis, sometimes there is just cause for also including a review of a few classes outside the study class(es)' occupational group. In this case, because of the close working relationships that exist between the Chief, Environmental Health Laboratories, and select others within the division and the department, it was appropriate to examine the Environmental Program Manager III within the PK02 Environmental Science Specialists job family and PK Physical Sciences and Engineering occupational group.

PK0223, Environmental Program Manager III (R23) -- Environmental Program Manager III is the third level in which managing the delivery of services in an environmental program is the primary purpose. Incumbents coordinate and direct the line functions of a division or the statewide delivery of one or more major programs. A major program typically includes a variety of segments and requires a large staff with multiple supervisory levels. Incumbents have full responsibility for planning, organizing, directing, and controlling resources and statewide program delivery; including developing and implementing procedural controls, budget development and control, personnel administration, and procurement. At this level the scope of program management typically includes responsibility for supervising subordinate Environmental Program Managers (R21-22).

Levels in this series are distinguished by the scope and level of programmatic responsibility (general complexity, breadth, and impact of program areas and work directed; organizational and geographic coverage; impact within and outside the immediate organization) and the level of supervisory and managerial authority exercised (scope, level, and variety of types of work directed; placement in organizational hierarchy; scope and level of executive functions and management/internal controls).

Although this body of work is described in more general terms than that of the EH Labs Chief, they are in fact close parallels, with the Chief job class being a specialty sub-class of this broader

Environmental Program Manager III class. In fact, for a period of time the single PCN allocated to the Chief job class was reallocated to this Environmental Program Manager III class, but later the department decided that the generalist class's minimum qualifications were not adequate for successful recruitment and that in fact, there really was still sufficient justification for maintaining the Chief as a stand-alone class. (Refer back to the class criteria, pp. 3-4.) The nature, variety and complexity of assignments for both classes are very similar, although the Environmental Program Manager III class specifications are written more broadly, to encompass a wider range of work, whereas the EH Labs Chief class specifications are unique to a single position, a single set of demands and constraints, and a very specific work location. Supervision given and received is virtually identical. Environmental Program Managers in general tend to run regulatory programs that control the behaviors of other entities and organizations, but in both roles, incumbents have the responsibility of compliance of their own programs 'up hill' to federal regulatory agencies, so they share a common concern with abiding by stringent federal guidelines. Because of the potential safety risks to EH Labs employees from incoming samples, and the potential for public harm if testing and documentation are not properly performed, the EH Labs Chief in some cases must make more serious or high-level decisions than typical of Environmental Program Managers III, and again in at least some cases the consequence of error is greater. The person-to-person contacts of Environmental Program Managers III vary but would tend not to extend to the international level, as do those of the Chief, EH Labs.

Of the six comparison classes selected for analysis, this is the only one in which the educational requirement is also at the bachelor's level, but the acceptable fields of study for the Environmental Program Manager III class are wider and more varied than those in the minimum qualifications for the Chief, EH Labs. So there are a few scales on which the Chief, EH Labs appears to slightly outweigh its Environmental Program Manager III counterparts, but overall the similarities between the classes outweigh those differences.

In summary, the duties and responsibilities of the Chief, EH Labs job class are most closely related to those of the Chief, Public Health Laboratories (R23), with the State Veterinarian (R23) and Environmental Program Managers III (R23) also demonstrating strong parallels. The Medicaid Pharmacy Program Manager (R22) job class was found to be at a lower level than the Chief, EH Labs. And finally, Health Program Manager IV (R23) and Chief, Emergency Medical Services (R22) were both considered but discarded in the review, based on insufficient information to make a determination about relative scope and complexity. Therefore internal alignment suggests that R23 is the most appropriate range for the Chief, EH Labs.

<u>Analysis – EH Biological Analysis Manager</u>
From within the job family, Microbiologist III and Public Health Microbiologist III are selected for comparison, and from the broader occupational group, Nurse IV and Radiological Health Specialist III are selected. All represent classes of advanced professional positions with managerial and/or administrative responsibility for programs with moderate to significant potential impact on human health. The minimum qualifications tend to include a bachelor's degree in one of several specific sciences and 2+ years of experience at the journey or higher level within the occupational field. In some cases, licensure is also required.

PG0743, Microbiologist III (R18) – Microbiologists III, under general direction and as a subject matter expert in a specific regulatory area, oversee a regulatory program which requires

inspecting and certifying the operations of laboratories or testing samples from producers and authorizing the sale or transport of consumables or animals. Positions may supervise professional and technical staff with responsibility for coordinating multiple programs and organizing work to meet program goals. The Microbiologist series conducts analytical, scientific procedures to ensure that specimens conform to legal standards such as those established for purity and safety in support of state and federal regulatory programs. Microbiologists assist in establishment of regulatory standards and inspection of production facilities, hatcheries, or laboratories for conformance with approved methods and procedures; and assist in monitoring and controlling the transport or introduction of pathogens into, out of, or within the State of Alaska. Microbiologist III is the advanced level at which incumbents, as subject matter experts in a regulatory program (such as drinking water or dairy), inspect the operations of the laboratories, producers, or retailers of consumables; certify or decertify commercial or private laboratories; train and provide guidance and advice to lower level microbiologists and laboratory technicians; evaluate procedures in their programmatic area; and recommend and implement program or policy changes.

Although the EH Biological Analysis Manager shares the general field of the Microbiologist III job class, the latter's scope of performance and recommendations is narrower and the level of authority and responsibility, lower. The EH Biological Analysis Manager operates with greater independence. The Microbiologist III may still have considerable bench involvement whereas the EH Biological Analysis Manager does not, and is instead chiefly tasked with the management of the biological analysis activities of the labs, and supervision of professional and technical staff performing analysis in bacteriology, virology, immunology, molecular biology, marine toxicology, and histology. In other words, the Microbiologist frequently engages in the hands on work and the EH Biological Analysis Manager instead develops section policies and procedures, prioritizes projects within programs, assists in the overall EH Labs' implementation of the Quality Management System, and so forth. The Microbiologist III tends to be an expert in one particular area, while the EH Biological Analysis Manager must be fully versed in numerous areas. The Microbiologist III may supervise, but for the EH Biological Analysis Manager, it is a defining characteristic of the class. Supervision provided comes from different levels, too. For the Microbiologist III, supervision tends to come from a mid-manager but for the EH Biological Analysis Manager, the supervisor is the Chief of the EH Labs. Program development is a chief feature of the EH Biological Analysis Manager's work but plays a more minor role for the Microbiologist III, who may contribute ideas and suggestions towards the whole. The Microbiologist III's contacts would be within a specific field of knowledge, whereas the EH Biological Analysis Manager must maintain awareness of worldwide developments in any of the section's programs and may be in contact with those others. Finally, the minimum qualifications at the EH Biological Analysis Manager level also require a degree and two years of work experience, but at the advanced professional level rather than the journey level. The EH Biological Analysis Manager functions at the higher level of the two, from all perspectives.

PG0753, Public Health Microbiologist III (R21) -- Public Health Microbiologists III, under general direction of the Chief, Public Health Laboratories, manage the day-to-day operations of a Public Health Laboratory; supervise the professional, technical, and clerical staff; coordinate the operations of multiple subject matter areas; manage the laboratory budget; set laboratory goals and priorities; and develop internal policies and procedures. Public Health Microbiologists develop and conduct analytical scientific procedures to provide reference laboratory services to

the medical community for the purpose of diagnosing and controlling diseases caused by microorganisms. Public Health Microbiologist III is the first managerial level of the series. At this level incumbents manage the operations of a Public Health Laboratory; supervise staff; coordinate operations in each specialty area of the laboratory; determine staffing needs and assignments; manage the laboratory budget; ensure safety and security of pathogens received or stored; ensure safety, quality control and quality assurance procedures are followed; develop policies and procedures required for laboratory operations.

Of the various comparator classes, the Public Health Microbiologist most closely correlates to the EH Biological Analysis Manager. The EH Biological Analysis Manager also represents the first managerial level at the EH labs. Both job classes report directly to their respective lab chiefs and supervise a staff of scientific professionals and technicians. Both work within a narrow framework of federally prescribed guidelines, although the EH Lab's body of guidelines is greater and sometimes involves conflicting requirements which must be resolved. Across the remaining classification factors the two classes are very similar and can be considered to function at equivalent levels.

PG0314, Nurse IV (R20) – under 2-range March 2001 PILOT PAY adjustment from R18 – Incumbents have substantial responsibility for directing, planning and implementing comprehensive nursing services for a small State-owned and operated facility or for several wards or units of a large facility. Advanced knowledge of nursing principles is required. The chief focus of the class is on administrative and management functions with correspondingly less direct patient care responsibilities than at lower levels in the series.

Although the focus of the Nurse IV job class and the EH Biological Analysis Manager job class is different, the mix of managerial, administrative and programmatic responsibilities is relatively similar. A Nurse IV may supervise a larger, more complex staff but supervision received is generally the same. In both cases there exists the possibility of high consequence of error. The guidelines dictating EH Lab practices are more numerous and specific than those for nurses, and more initiative and originality is demanded of the EH Biological Analysis Manager, in keeping up with emerging new threats to public and environmental health, whereas the Nurse IV would typically be overseeing well-established policy and practice. Person-to-person contacts for the EH Biological Analysis Manager are much broader. The EH Biological Analysis Manager functions at a somewhat higher level, according to current specifications. However, the class specifications for the Nurse series have not been fully reviewed and updated since 1980, so the class specifications are 26 years old and thus cannot be given equal consideration in this analysis.

PG0672, Radiological Health Specialist II (R20) – Under this single-position class, the incumbent plans, implements and/or administers a comprehensive statewide radiation protection program covering ionizing and non-ionizing sources of radiation. This class series is distinguished by the role in reducing unnecessary ionizing and non-ionizing radiation exposure through registration and safety inspection of radiation sources, including uses in the healing arts, industry, research, and education. The Radiological Health Specialist II administers the statewide radiation protection program and has responsibilities for budget monitoring, grant proposal drafting, RSA negotiation, program planning and staff supervision. Programmatic functions include conducting on-site inspections of ionizing radiation sources and reporting

findings, investigating complaints, offering technical advice on how businesses could modify practices or equipment to meet requirements, enforcing compliance with program regulations, serving as liaison to the federal regulating agencies, and serving as a technical consultant on the topic of radiation exposure hazards.

In virtually all ways this comparison job class functions at a lower level than the EH Biological Analysis Manager. The radiation protection program is comprised of one position each at the two levels of this series and is singular in focus, whereas the Biological Analysis section of the EH Labs is responsible for 7+ federally regulated programs, the work of which is conducted by an equal number of scientific professionals and technicians. The testing procedures for the former program are limited in number and well established, while testing procedures within the Biological Analysis section are numerous, varied, and subject to change or addition. Likewise the EH Labs' regulatory guidelines are greater. The supervision received by the Radiological Health Specialist II is unclear. The minimum qualifications for the two classes are similar, but across the remaining several classification factors, the EH Biological Analysis Manager's role is the more responsible of the two.

For this pay analysis, it is also relevant to consider the Chemist V job class because, although it involves work in a different scientific field, it represents another supervisory/managerial level class that functions within a laboratory setting. The Chemist V class falls within the PK01 Physical Science Specialists job family and the PK Physical Sciences and Engineering occupational group.

PK0125, Chemist V (R22) – The Chemist class series includes positions performing work that requires full professional education and training in the field of chemistry. Work is analytical in nature, involving investigation and interpretation of composition, molecular structure and properties of substances, transformations which they undergo, and the effects of such substances and transformations. Positions conduct a variety of analyses and present authoritative findings and conclusions. Work is primarily performed in laboratories. Chemists develop, standardize or carry out methods and procedures for the analysis of compounds or substances, most commonly for the purposes of (1) detection, identification and quantification, (2) compliance with law, accepted standards or other requirements, (3) criminal investigation or law enforcement. Chemist V is the fully supervisory level class. In addition to the technical responsibilities of the next lower level, positions in this class have responsibility for planning, organizing and administering the activities of a major state laboratory facility; for directing the work of a staff of professional and supportive laboratory personnel; and for instructing and directing related work of field personnel. Supervisory and administrative activities are the predominant functions of positions at this level rather than actual performance of chemical analyses.

Currently allocations to this class are limited to the head of the chemistry section of the Anchorage branch of the Public Health Laboratories. Of the various comparator classes, the Chemist V provides the second closest correlation to the EH Biological Analysis Manager. In both settings these two classes report to the head of the facility and supervise a staff of scientific professionals and technicians. Both work within a narrow framework of federally prescribed guidelines, although the EH Lab's body of guidelines is greater and sometimes involves conflicting requirements which must be resolved. Across the remaining classification factors the two classes are very similar and can be considered to function at equivalent levels. However, the

class specifications for the Chemist V have not been fully reviewed and updated since 1979, so the class specifications are 27 years old and thus cannot be given equal consideration in this analysis.

In summary, the duties and responsibilities of the EH Biological Analysis Manager job class are most closely related to those of the Public Health Microbiologist III (R21), with the Chemist V (R22) also demonstrating strong parallels. The Microbiologist III (R18), Nurse IV (R20), and Radiological Health Specialist II (R20) job classes were all found to be at a lower level than the EH Biological Analysis Manager. Analysis was complicate by the fact that the value of the Chemist V class specifications and that of two of the three classes deemed to be at a lower level than the EH Biological Analysis Manager is compromised by their being more than 25 years out of date. However, the preponderance of internal alignment evidence supports R21 as the most appropriate range for the EH Biological Analysis Manager.

Position Allocation:

Since it was established that it was appropriate that these two study classes be single-position classes, the class specifications were revised/created to describe current duties assigned. Therefore the two position descriptions for PCNs 187306 and 187752 formed the basis of the class concepts, so by default the positions may be properly allocated to Chief, EH Labs and EH Biological Analysis Manager, respectively.

Current Classification:

PCN	Class Title	Code	Rg	Loc	BU	Type	FLSA
187306	Chief, Environmental Health Laboratories	P5625	22	EBA	SU	FACL	Yes
187752	Microbiologist III	P5612	18	EBA	GG	FACL	Yes

Approved Classification:

PCN	Class Title	Code	Rg	Loc	BU	Type	FLSA
187306	Chief, Environmental Health Laboratories	P5625	**23**	EBA	SU	FACL	Yes
187752	**EH Biological Analysis Manager**	**K0002**	**21**	EBA	**SU***	FACL	Yes

CDL: No Arms/Ammo: No Strike Class: 3 Org Code: 18010106

Type of Action: 187306: Range change up; 187752: Reclass up based on duties currently performed/BU change - filled

Effective date: 08/01/2006 Input date: _____ By: _____

Conclusions:

The Department of Environmental Conservation, Division of Environmental Health sought class revisions and range reconsideration for the Chief, Environmental Health Laboratories, and the establishment of a unique new class for their EH Biological Analysis Manager.

Effective August 1, 2006, the single-position Chief, Environmental Health Laboratories (P5625) job class is revised to reflect the current roster of authorities, duties and responsibilities, receives a two-range change upwards, with no change to title, bargaining unit or Fair Labor Standards Act status.

Effective August 1, 2006, the single-position new EH Biological Analysis Manager (K0002) job class is established at R21 in the Supervisory bargaining unit, as FLSA exempt or overtime ineligible by class definition.

Attachments:
Final class specifications

cc: Kristin Ryan, Director
Division of Environmental Health
Department of Environmental Conservation

Mike Maher, Director
Division of Administrative Services
Department of Environmental Conservation

Management Services – Resources Group

Technical Services – Resources Group

Employee Services

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