

State of California

MEMORANDUM

MM Ref. #: 89-06

Date: April 17, 1989

To: PERSONNEL MANAGEMENT LIAISONS

NOTE: Please distribute a copy of this memo and attachments to your Department Personnel Office

From: Department of Personnel Administration
Classification and Compensation Division

Subject: Revised allocation guides for the Business Service Officer Series and related classes.

A proposed Board item, class specifications, and allocation guides for the Business Service Officer series and related classes were distributed to departments in mid-December for review and comment.

In response to comments from departments, a number of revisions were made to the proposal. Attached is a revised set of draft allocation guides for your review. The Board item and class specifications are not being re-distributed because the majority of changes are reflected in the attached guidelines.

Following is a summary of the changes that have been made to the original proposal.

BSO Series - Deleted the references regarding performing analytical duties less than 50% of the time, and added the following "Distinguishing Characteristics" section to the series spec: Classes in this series differ from the general Staff Services Analyst and Associate Business Management Analyst classes in that incumbents perform technical business services duties for a majority of the time. The incumbents of the Staff Services Analyst and Associate Business Management Analyst classes perform analytical duties for a majority of the time.

Changed the reference from business services shop to business services office.

Clarified that size of a business service office refers to total number of staff in that office.

Staff Services Analyst - Added Business Service Assistant (Specialist) to Pattern IV of the Minimum Qualifications so that current and future incumbents of the new class will continue to have the same opportunity to participate in the SSA exam.

Business Services Asst. - Revised Range B of the Alternate Criteria to be the same as the Management Services Technician. Added a college recruitment pattern to replace Business Management Trainee.

BSO II (Specialist) - Revised the Definition to indicate that incumbents perform the most difficult and complex technical functions in a medium to large business service office; or may assist with the performance of most complex functions in larger offices. Also revised the definition of the level of analytical work to be a mix of that which would be appropriate for SSA/Associate level analysts.

BSO II (Supervisor) - Revised the Definition to state that in larger offices, incumbents supervise one (rather than two) or more business service functions of average difficulty. Deleted the reference to supervising one or more most complex functions in larger offices. Deleted the requirement that the 7 - 12 staff had to be directly supervised.

BSO III - Revised the Definition to state that incumbents may supervise 2 or more functions as an assistant to a higher level manager in larger offices, and deleted the reference to supervising two or more of the most complex functions. A large, complex office would typically be supervised by an SSM I, and much of the most complex work would be performed by the ABMA class. Also changed the requirement of 6 subordinate Business Service Officers to 3 - 5 subordinate professional staff.

Associate Business Management Analyst - Revised the Job Characteristics to more clearly distinguish between this class and the BSO/SSA Series; and to clarify that positions may perform analytical work full-time if duties require technical knowledge of business service functions or positions are located in the business service office. Deleted the requirement that a position is responsible for all contracts in a department.

The above information has been incorporated into the Board memo, class specifications, and allocation guides. In addition, the following changes were made to the allocation guides.

1. The guidelines have been reformatted, and a Table of Contents has been added.
2. A detailed description of each of the ten functional areas has been incorporated into the guidelines.
3. Supervisory and non-supervisory classes have been separated into two sets of guidelines.
4. The concepts of all classes were included only in the class spec; these have now also been incorporated into the guidelines.
5. The Staff Services Analyst class has been added to the guidelines. Although positions in this class were not included within the scope of this study, some general descriptions have been included to clarify its use.

6. Criteria for allocating positions to the ABMA class, which were contained only in the class spec, have been included in the guidelines.
7. The Staff Services Manager I, II, and III classes have been added to the guidelines, and the description of the Staff Services Manager I positions has been deleted from the narrative section. The requirement of 6 professional staff has been clarified.
8. The allocation worksheet has been reformatted to make it easier to use.

This item is being scheduled for adoption at the State Personnel Board meeting of June 13, 1989. If you have any further comments regarding the proposal, comments must be received no later than May 5, 1989. Please contact Duella Farmer of my staff on (916) 324-9406 or at 1515 S Street, North Building, Suite 400, Sacramento, CA 95814.



Frank Tanaka, Senior Section Manager
Classification and Compensation Division

ALLOCATION GUIDELINES

BUSINESS SERVICE ASSISTANT
BUSINESS SERVICE OFFICER I (SPECIALIST/SUPERVISOR)
BUSINESS SERVICE OFFICER II (SPECIALIST/SUPERVISOR)
BUSINESS SERVICE OFFICER III

STAFF SERVICES ANALYST (GENERAL) (IN A BUSINESS SERVICES SETTING)

ASSOCIATE BUSINESS MANAGEMENT ANALYST

STAFF SERVICES MANAGER I, II, AND III
(IN A BUSINESS SERVICES SETTING)

Note: These guidelines supersede all previous guidelines issued for the classes listed above.

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ISSUED 4/89
Classification and Compensation Division
Department of Personnel Administration

ALLOCATION GUIDELINES FOR BUSINESS SERVICE POSITIONS

A. Content and Use of the Guidelines

1. General Information

The following guidelines are not absolutes. They should be used as indicators for determining the appropriate allocation of positions. They are provided in an attempt to assure consistency in the use of these classes in all departmental business service settings. They are also intended to supplement and clarify the information contained in the class specifications.

These guidelines contain descriptions of functional areas of responsibilities typically found in business service settings; complexity factors for each function; an allocation worksheet to assist departments in determining the appropriate allocation of a position; and, for each class, descriptions of the Class Concepts, Typical Tasks/Scope of Responsibility, Independence of Action, and Supervised Received/exercised.

2. Functions/Complexity Factors

a. Functions

Various combinations of the following functional areas of responsibility are typically found in a business service setting. The functions are listed according to complexity. A summary of typical activities for each function is contained in Section C on pages 5 - 8 of these guidelines. The class specs and allocation guidelines describe the class levels in terms of these functions.

LEAST COMPLEX - Equipment and Supplies
Support Services
Building Management

AVERAGE COMPLEX - Capital Outlay
Purchasing
Telecommunications
Facilities Management

MOST COMPLEX - Special Analytical Studies
Contracts
Facilities Planning and Acquisition

b. Complexity Factors

Complexity factors for each of the 10 functions have been developed and are contained in Section D on pages 9 - 13 of these guidelines. A description for Least, Average, and Most Complex has been included for each function.

- c. The complexity level of the FUNCTIONS assigned to a position is typically considered more important to a position's allocation than the complexity level of the factors within the Function. For example, a position which is assigned all average Functions is typically more complex than a position which is assigned only the least complex Functions regardless of the complexity level of the factors they each perform. However, the factors are very helpful in determining the over-all complexity of a position, and help determine the appropriate level for those positions which appear to be borderline allocations to a class.

3. Allocation Worksheet

Included in these guidelines on pages 14-15 is an Allocation Worksheet. Use these guidelines to complete a copy of the worksheet in order to graphically display the position's strengths and weaknesses and determine the complexity of its assigned duties and responsibilities. Instructions for completing the worksheet are included in Section B (Steps for Allocating Business Service Positions), on page 4. A worksheet should be completed for each business service position for any of the classes included in these guidelines, prior to the Personnel Office approving its being filled, refilled or reclassified. (Copies of the blank worksheet should be xeroxed as needed.) Personnel Office approval is indicated by the signature of an authorized person on the completed worksheet. Completed worksheets should be retained by departments for audit purposes and a copy should also be attached to all Forms 625 sent to DPA.

4. Unusually Complex Assignments

Occasionally, a function or assignment will be so unusually complex and difficult as to seem to require a higher level allocation than would normally be warranted based upon information in the class specification or the following guidelines. The circumstances and impact of these unusually complex assignments should be documented in the Mitigating Factors section of the Allocation Worksheet. The appropriate allocation of such positions will be resolved on a case by case basis between the Department and the DPA analyst assigned to the Department.

B. STEPS FOR ALLOCATING BUSINESS SERVICE POSITIONS.

1. Determine if the position is a Supervisor or Specialist. There are 2 basic approaches to allocating business service positions. One is based on supervisory/management responsibilities, and the other is based on the scope and complexity of assignments.
2. Complete the worksheet as follows:
 - a. Identify the functions for which the position is either personally responsible for performing or supervising. See pages 5-8 for a description of the functions. Please note that the "Typical Duties" described for each level and class are not all inclusive; an incumbent may perform all or only a segment of those types of duties, depending upon the organization structure of the business service office.
 - b. For each assigned function, determine the complexity category of the factors (See pages 9-13 for a description of the complexity factors).
 - c. For supervisory positions, identify the number and level of subordinate staff.
 - d. If the position has lead responsibility, identify the number and level of staff, and the specific lead duties.
3. Using the information on the worksheet, compare the position's duties and responsibilities against the class specifications and the attached guidelines to determine the appropriate level.

As indicated earlier in these guides, the data contained in the guidelines are not "absolutes", and the allocation of a position could be positively or adversely impacted by a variety of factors. To name but a few - organization placement; existence of other supervisory positions; span of control; delegated authority from a Control Agency or department manager; variety, mix, number and geographic location of professional or other staff for which responsible as lead or supervisor; and the authority and responsibility assigned or delegated to other staff in or outside of the department which relates to accomplishment of your position's duties and responsibilities.

C. DESCRIPTION OF FUNCTIONS

Following is a list of the ten major functional areas typically located in business services settings. They are listed in order of complexity from Least to Most Complex. Also included is a summary of the typical duties and responsibilities for each function.

1. EQUIPMENT AND SUPPLIES MANAGEMENT - Least Complex

Warehouse management including analyze use of materials - Develop policy and procedures related to warehousing/supply management and monitor compliance with same, recommend corrective action when out of compliance; develop supply inventory record keeping system including determining needed stock levels and ordering points and monitor appropriateness, turnover rates, amount and value of stock on hand and identify surplus or shortages; determine efficient storage methods considering available space; train staff on warehouse management practices and principles; prepare related reports including recommendations.

Equipment maintenance agreement specifications - determine scope of existing maintenance agreements, ascertain from dept. administrators the need for maintenance agreements, develop detailed specs for maintenance of state owned equipment including office equipment such as copiers and setting equipment; negotiate terms and conditions of agreements with vendors. Must be knowledgeable on technical and legal aspects of agreements.

Inventory control - As defined in SAM, develop departmental policy and procedures for fixed assets, develop and maintain property record keeping systems, perform physical inventory and reconcile property records with formal accounting records, manage vehicle fleet, determine and dispose of surplus property and prepare survey and transfer of location documents as needed, provide liaison with Fleet Administration Division and Property Re-Utilization, Department of General Services.

2. SUPPORT SERVICES - Least Complex

*Forms management - a) Analyze and project budget expenditures; b) review and revise forms (development); c) prepare purchase documents for forms; d) approve all forms; d) phototypeset forms; f) maintain automated or manual inventory control of forms; g) ensure compliance with SAM; h) analyze and design forms (composition).

*Records management - a) Conduct annual inventories of all departmental records; b) review and approve records destruction including confidential; c) maintain records on disposition schedules, inventories, and destruction; d) coordinate automated or manual record retention schedules and ensure compliance with SAM for cubic feet allowed.

*Note: Positions which are assigned "records management" responsibilities on a full-time basis may be more appropriately allocated to classes in the Records Management Analyst series.

Mail and messenger service - a) analyze production workload, downtime cause and maintenance; b) determine mailing equipment costs; c) analyze postage costs and budget for projections; d) refill postage meter and maintain cost data; e) distribute incoming/outgoing mail f) supervise messengers; g) write maintenance specifications for mailing equipment; h) ensure compliance with Federal postal regulations; i) maintain ZIP code information; j) purchase and maintain inventory control of stamps; k) provide intra and inter departmental messenger service; l) maintain control of and order Post Office boxes.

Reproduction services - a) Analyze and budget for reproduction expenditures including equipment replacement and maintenance; b) supervise reproduction function which includes: Offset presses, High production copiers, Office copiers, etc. c) write specifications for equipment maintenance.

Parking - a) analyze and project budget expenditures for facilities; b) analyze and prepare annual parking plan; c) Coordinate with State Police and local authorities on parking violations, citing and towing of vehicles; d) Coordinate with State Controller for payroll deductions; e) request repairs and maintenance for parking facilities; f) maintain insurance information on employee vehicles; g) assign spaces and maintain parking waiting lists; j) receive and account for payments for parking; i) write parking policy and rules.

(Records maintained may be automated or manual)

Word processing services - Typically applies only to positions with supervisory responsibility for this function.

Graphics - Typically applies only to positions with supervisory responsibility for this function.



3. BUILDING MANAGEMENT/MAINTENANCE - Least Complex

Obtaining needed repairs - Receive complaints and requests for work/maintenance from occupants, relay to responsible building manager and follow up to ensure done satisfactorily; when DGS initiates repairs or other work to be done, coordinate with occupants so it can be accomplished timely; coordinate projects with multiple parties (maintenance personnel, trades, utilities, staff, etc.); negotiate problem resolution with lessor as to lease interpretation and responsibility for repairs; interpret floor plans and construction specifications,

4. CAPITAL OUTLAY - Average Complex

Plans and specifications - Solicit bids from draftsman, architect and facility planners and, occasionally, contact local contractors for preliminary estimates and consultations. Coordinate approval of plans with lessors and secure permission for alterations. Requires knowledge of local building codes, State Fire Marshal regulations, uniform building codes and OSHA guidelines and review by Department of Health Services, Local Environmental Health program.

Capital outlay budget - Develop 5 year center improvement plan. Identify project needs (Justification), prioritize budget requests, investigate cost components (put together numbers), ready capitol outlay package for review (Dept., Agency, DOF, and if major, Office of State Architect and Dept. of Public Works). When approved, monitor expenditures, submit progress reports and project completion report.

Building repair and alterations - distinguish between minor capitol outlay and Special Repair, initiate contract process and develop detailed maintenance specifications for state owned real property, coordinate development of maintenance specifications for leased real property with the Office of Real Estate and Design, evaluate contract performance and prepare completion report. Must be familiar with State bidding/contract process.

Select capital outlay building sites - Coordinate site searches with DRED, review and analyze potential sites for appropriateness, prioritize projects, coordinate and monitor progress of project completion with DRED.

Inspect and accept buildings - Evaluate site for local health and safety requirements and OSHA guidelines, check to see if completed work or acquired buildings fulfill contract terms or satisfy program needs. Must have knowledge of program needs and how to determine (evaluate) site adaptability.

5. PURCHASING - Average Complex

Develop specifications - Define needs; verify or prepare justification; analyze usage; consult with requester and users; consult with other units that may be affected; determine if the request involves equipment which must interface with existing equipment; determine physical constraints; consider size, speed, output, noise factors; review monetary limitation, electrical requirements, availability of maintenance. Evaluate alternatives; compare features and cost between various models; installation requirements; recommendations to management.

Solicit, evaluate, and award bids -- Obtain bids; solicit and interview vendors; and award bids to obtain the most cost effective item for the department. Requires incumbent to compare prices and features; arrange demonstrations; warranties and replacement parts; determine control agency requirements; etc.

Plan and coordinate quality control measures -- Assure that merchandise conforms to specifications; determine who will do installation; ascertain when warranties expire; monitor service calls and breakdown; handle complaints from users and resolve problems; complete vendor performance report for DGS if have problems with vendors (usually for equipment orders)

Issue purchase document -- Determine type of document required and funding allotment; determine source of item, expected delivery date and cost, control agency requirements, small/minority vendor discounts; determine if there is a "trade-in", and if benchmark testing is required;etc.

Expedite material -- Prepare confirming telephone orders; authorize special delivery; arrange for pick-up; take partial delivery; make concessions.

Authorize expenditure -- Following department procedures, authorize by phone up to certain limits; authorize additional expenditures when invoice differs from order; initiate documents for the replacement for both major and minor equipment.

6. TELECOMMUNICATIONS - Average Complex

Feasibility studies - Perform needs assessment, cost benefit analysis, system design/analysis, develop recommendations. Examples: Management/operational plans, IMAP, DGS 3 year plan.

Develop specifications/contracts - Prepare Form 20s, prepare contracts for procurement, maintenance and consulting; participate in vendor selection and monitor installation.

Moves, additions, changes to telecommunication systems - Coordinate with vendor for multiple service and equipment suppliers; usually coordinate with other contractors i.e. electricians, construction people and movers; design layout for floor plan and software.

System maintenance - Trouble shoot problems with hardware/software - requires technical knowledge and coordination of multiple vendors; maintain equipment inventory; analyze equipment utilization; forecast procurement needs based on utilization.

Budget preparation - Identify equipment, software and services required for additions and replacements; identify ongoing service support cost for utility and maintenance charges; approve invoices and monitor expenditures.

7. FACILITIES MANAGEMENT - Average Complex

Write specifications for alteration of facilities; coordinate office moves; manage space utilization (accommodate additional staff or equipment in existing space or fund added space if necessary;); manage facilities inventory; plan energy conservation activities.

8. SPECIAL ANALYTICAL AND ADMINISTRATIVE DUTIES - Most Complex

Analytical studies - usually long term of 1 month or more in duration. Includes develop project plan and determine study's scope and available resources; gather and analyze data including research background, contact various agencies, program staff etc to obtain data; prepare a written report of findings including alternatives with pros and cons and recommend a course of action. There are few hints in SAM.

Policy and procedure - Develop and recommend new/revised policy and procedure much in the same manner as required for analytical studies above. Most complex assignments are those where no specific direction is given and analyst must research, create and recommend a new process or policy. Least complex assignments are those to write a policy/procedure under specific instructions/direction;

System review and design - Systems and procedures work similar to management analysis. Usually lengthy assignments and typically related to enhancing, improving and streamlining the current system.

Annual budget - Develop projections for and recommend the Equipment purchase/maintenance and minor/major capitol outlay Budget for the Department. This includes monitor expenditures during the year, analyze previous FY costs, plan for major & minor equipment purchases and alterations of premises, prepare cost estimates, rent schedules for proposed rents for each field office, consider unknown factors such as staffing, inflation, & funding levels, develop 5 yr. plan for purchasing vehicles and other equipment. Consequence of error is high - spending shortfalls, inadequate services or failure to meet Federal guidelines.

Line program contracts - Typically only includes review for compliance with established law, rule, policy and/or procedure, to ensure in the proper format and language and that all required documents are attached.

Merit Award Board suggestions - Typically goes to BSO for technical analysis and Management Analyst for response preparation. Requires BSO to research historical data, if any; do cost/benefit analysis and write recommendation.

Legislative bill analysis - Review for impact on the Dept. or Div. - most received are "no impact".



9. CONTRACTS - Most Complex

Write specifications - review the scope of work, \$ amount, time frame, legal requirements/clauses and attachments.

Develop bid packages - a) Define need including prepare the invitation for Bid (IFB), primary and secondary invitation for proposal; b) determine the scope of work to be performed including the \$ amount, time frame, work to be accomplished, and legal requirements such as insurance, bonds, permits, licenses, and c) prepare or obtain all attachments such as maps, illustrations, prevailing wage provisions, floor plans, standard form 17A, and the method of award (lowest responsible bidder based on IFB and preliminary IFP and highest score based on secondary IFP).

Solicit bids and award contract - a) Develop the bidders list; b) ensure small business requirements are followed i.e. target area, minority and women owned and certification; c) hold the bid opening; d) award the contract based upon the lowest responsible bid, highest score, prepare the notice of intent to award to other than low bid and resolve protests.

Write contract/grant - Need to know time frame, \$ amount not to exceed-- based on payment schedule and progress payments, exact scope of work, exhibits, and legal clauses.

Administer contract - Consult with Department contact and arbitrator

Initiate contract renewals - prepare advertisement and place in contracts register, building exchange, trade papers, and newspapers; be aware of and apply exemptions where appropriate.

Process contracts/grants - Review for completeness, format etc, obtain authorized signatures and review and distribute internally and externally to the Contractor and State Controllers Office.

Perform legal and technical services - Review for legality and interpret when necessary. May need to consult with other Dept. staff, the Contractor, or the Department's legal office. Typically performed only by the top BSO in the Dept. or his/her authorized representative.

Provide consultation services - Research, evaluate and provide answers. See also "Perform legal and technical services". Typically performed by BSO assigned to Contracts.

Develop justification for grants.

10. FACILITY PLANNING AND ACQUISITION - Most Complex.

Note: If the work is primarily done by the Department of General Services, the work done by department staff is considered Facilities Management.

Plan and design offices - Review requests for additional space, determine feasibility and recommend approval/denial and most effective and efficient method to accomplish; identify and recommend future space needs; plan and budget for their accomplishment; prepare "to scale" drawings and negotiate leases for office space; perform area and site searches, effectively contribute to selection of the most appropriate areas and site; coordinate completion of required construction or building alterations and actual occupancy of the building; may have substantial delegation from Office of Real Estate Development (Dept. of General Services).

Responsibility for Budget preparation - Gather and/or provide specific data requested; develop short range plans (2 - 4 years) including the determination of budget requirements, gather/provide data needed to support recommendations; develop long range plans (5 years) including the determination of budget requirements, gather data to support and effectively negotiate budget approval.

E. SUMMARY OF COMPLEXITY FACTORS BY FUNCTION

Applicable to All positions in all classes:

1. Span of Control/Scope of Responsibility

- a. Local, typically with one building or warehouse or one building and one satellite office - Least Complex
- b. Regional, typically with one or two buildings and two or more satellite offices or two warehouses - Average Complex
- c. Statewide, typically with two or three buildings and two or more satellite offices or three warehouses - Most complex.

2. Building Ownership - Primarily impacts Functions of: Equipment and Supplies Management; Building Management; Capitol Outlay; Telecommunications; Facilities Management; Contracts; Facilities Planning and Acquisition.

- a. State (DGS) - Least Complex
 - b. Department - Average Complex
 - c. Private (Leased) - Most Complex
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Specific Functions for which individual positions may be responsible

1. EQUIPMENT AND SUPPLIES MANAGEMENT - One of three LEAST complex functions.

Factor A - Number and geographic proximity of warehouse being supplied:

- a. 1 - Least Complex
- b. 2, regardless of geographic proximity - Average Complex
- c. 3, at least one warehouse not in close proximity - Most Complex

Factor B - Level of inventory control required

- a. Property Controller level - Least Complex
- b. Property Inspector level - Average Complex
- c. Property Inspector level with unusually complex controls required (i.e. police or fire equipment and supplies) - Most Complex.

Factor C - Disposition of equipment and supplies

- a. Destroy and/or have Department of General Services handle - Least Complex
- b. Inventory, prepare items for sale or auction, solicit bids, select bidder, and arrange for pick up or delivery of surplus equipment - Average to High Complex
- c. All of Item b. above and including vehicles or other heavy equipment - Most Complex

2. SUPPORT SERVICES - One of three LEAST complex Functions

Factor A - Variety of Support Services for which responsible as supervisor or lead. Support Services include the following services: Mail; Duplicating; Warehouse; Stockroom; Motorpool; and Administrative Support (AKA clerical support).

- a. 1-2 services - Least Complex
- b. 3-4 services - Average Complex
- c. 5 or more services - Most Complex

Factor B - Extent of authority to expend funds and reallocate resources between the support services for which responsible.

- a. All except minor adjustments to meet temporary emergency situations require prior review and approval by higher authority - Least Complex
- b. Delegated authority to spend a limited amount of funds and shift staff resources based on established and well defined standards - Average Complex
- c. Delegated authority, within general guidelines, to determine the need for and to spend funds or shift staff and/or equipment resources to meet operating needs without prior supervisory approval - Most Complex.

3. BUILDING MANAGEMENT - (AKA Building Maintenance) - one of three LEAST complex Functions

Factor A - Extent of authority and responsibility

- a. Primarily coordinator between building manager and occupants - Least Complex
- b. Coordinate project's accomplishment between DGS, occupants and maintenance personnel; oversee performance of work being done; identify and locate on floor plans items requiring repair or alterations - Average Complex
- c. All of the above AND negotiate problem resolution with lessor as to lease interpretation, responsibilities and obligations; read floor plans to determine consistency with lease requirements - Most Complex.

4. CAPITAL OUTLAY - one of four AVERAGE complex Functions

Factor A - Type of project as primarily determined by DGS guidelines in the State Administrative Manual.

- a. Typically has only minor projects such as alterations and/or repairs to existing structures - Least Complex
- b. The majority of projects are classified as minor but occasionally (perhaps one or two a year) will have a project classified as major - Average Complex
- c. Major projects are a frequent occurrence (more than three a year); OR a project is unusually large and complex and expected to take more than one to two years to complete; OR an unusually large amount of authority and responsibility is delegated to the Department by DGS - Most Complex

Factor B - Extent of responsibility for preparing plans and specifications

- a. Prepare rough sketches and estimates based primarily upon past practices. This may or may not include a written report of alternatives and recommendations - Least Complex
- b. Prepare detailed sketches and estimates including preparation of a written report of alternatives and recommendations indicating research into potential and real cost increases or overrides, impacted Department goals or issues which may be created or resolved, as well as past practices - Average Complex.
- c. Prepare detailed sketches, estimates and reports as above but also includes significant research, creative developmental work and at least a minimum of delegated decision making authority to effectively select an appropriate course of action - Most Complex.



5. PURCHASING - one of four AVERAGE complex Functions

Factor A - Extent of authorization to prepare/approve documents

- a. Prepare/review documents according to specific guidelines/instructions - Least Complex
- b. Based on general guidelines, determine appropriate data and format required, develop justifications to support, recommend approval/denial to DGS or higher level BSO or Manager, may have authorization to approve or deny standard or repetitive purchase requests - Average Complex
- c. All of the above and negotiate problem resolution between vendors, users and DGS; authorization to approve/deny most, if not all, purchase requests including the specifications developed for items to be purchased - Most Complex

Factor B - Variety and type of purchases for which responsible.

- a. Office equipment and supplies - Least Complex
- b. Non office equipment and supplies including but not limited to road materials, heavy equipment and vehicles - Average Complex
- c. EDP, police and fire equipment requiring special handling - Most Complex

Factor C - Dollar amount of purchase delegation which authorized to approve/sign

- a. Less than that delegated to Department from DGS - Least Complex
- b. Equal to that delegated to Department from DGS - Average Complex
- c. Above that typically delegated to departments from DGS - Most Complex

6. TELECOMMUNICATIONS - One of four AVERAGE complex Functions

(NOTE: Existence of Telecommunication Analysts or Managers in the Department REDUCES the complexity of this Function to LEAST COMPLEX for BSO allocations.)

Factor A - Number, variety and location of telecommunication systems for which responsible

- a. Landwire systems only located in 1 or more facilities or sites - Least Complex
- b. Both Landwire and Radio/Microwave systems located in 1 or more facilities or sites - Average Complex
- c. Primarily Radio/Microwave systems located in more than 3 facilities or sites - Most Complex

Factor B - Extent of authority and responsibility

- a. Primarily a coordinating role - Least Complex
- b. Determine user needs, select or recommend appropriate equipment, oversee installation and resolve problems - Average Complex
- c. Develop detailed system design, select site locations outside of the normal office complex, perform propagation surveys, coverage calculations and systems evaluations - Most Complex



7. FACILITIES MANAGEMENT - one of four AVERAGE complex Functions

Factor A - Extent of decision making and signature authority

- a. Refer decisions and documents requiring signature to higher level - Least Complex
- b. No discretion to exceed limits imposed by specific, detailed guidelines - Average Complex
- c. Has authority to interpret limits imposed by general guidelines - Most Complex

Factor B - Extent of delegation (real or effective) from Office of Real Estate Development (DGS).

- a. Less than what is typically delegated to other departments - Least Complex
- b. Typical of what is delegated to other departments - Average Complex
- c. Exceeds what is typically delegated to other departments - Most Complex

Factor C - Extent of responsibility to prepare specifications and frequency with which exercised.

- a. According to specific and detailed instruction, either on a regular basis or infrequently, assemble the data provided by other into the proper format and style for a specification - Least Complex
- b. According to general guidelines, on a regular basis, gather and evaluate data to determine the appropriateness and relevancy of specifications prepared by others and use as the basis for recommending approval or denial - Average Complex
- c. According to general direction, and on a regular basis, personally develop the specification and justification by determining the appropriate and relevant information needed to include in the specification to obtain the result desired of the item by the user - Most Complex

8. SPECIAL ADMINISTRATIVE STUDIES - One of three MOST complex Functions

(NOTE: If the work is primarily procedures development, it is NOT considered to be a special administrative study for purposes of BSO allocations.)

Factor A - Extent to which duties performed meet the following criteria:

- a. Least Complex - Accumulates information or data according to generally established criteria from source documents or persons, restructures or combines information into new information useful for decision making, write narrative descriptions of the information and apply the information to established criteria to develop recommendations or approve actions in accordance with established standards.
- b. Average Complex - In addition to performing the least complex analytical work, duties also involve substantial responsibility for problem definition, development of unique project plans, identification of alternative solutions, implementation of desired courses of action and monitoring the results. Developing legislative bill analysis is considered analytical work of average complexity.
- c. Most Complex - In addition to performing analytical duties of average complexity, duties also involve independent or lead responsibility for one or more of the following:
 - Conducting or coordinating a project to develop and recommend to management business service policy (not procedures) which would apply statewide to the entire department.
 - Providing total program evaluation or audits of the department's entire business service program.
 - Developing new program models, systems or evaluation tools on a statewide or department wide basis or as pilot projects with intent to use on a statewide or department wide basis.
 - Developing proposed legislation; or legislative bill analysis which includes maintaining contact with staff of the Legislature.
 - Developing program analysis methods, management information systems, and planning systems.
 - Providing total program evaluation of a most complex or unusually difficult business service function.

9. CONTRACTS - One of three MOST complex Functions

Factor A - Type(s) of contracts and extent of involvement in contract development.

- a. Routine (for either the State or the department) type of contract with standard language, criteria and format determined primarily by the Department of General Services and/or past practice; typically involves standard processing and little, if any, creative or innovative development - Least Complex
- b. Contracts involve significant responsibility for problem identification and resolution including the creation of justification statements and for monitoring contractor compliance - Average Complex
- c. All of the above and also develop new or revised policy and standards applicable to contracts and determine the impact of new or revised legislation on contracts within the department - Most Complex

Factor B - Variety of Contracts

- a. Routine contracts, usually 1 or 2 different types - Least Complex
- b. All but the most complex Contracts, usually 3 or 4 different types - Average Complex
- c. All types of contracts including EDP - Most Complex

Factor C - Decision Making Authority For All Contracts For Which Responsible

- a. Approves or denies contracts based upon specific, established guidelines and standards - Least Complex
- b. All of the above and also authorized to negotiate, as directed, terms or conditions of the contracts - Average Complex
- c. All of the above and also authorized to monitor Contractor performance and report deficiencies or problems to the appropriate control agency - Most Complex

Factor D - Level and Sensitivity of Public Contact

- a. Typical for the type of contract - Least Complex
- b. Legislative or Press interest possible even if not probable - Average Complex
- c. Legislative or Press interest highly likely - Most Complex

10. FACILITIES PLANNING AND ACQUISITION - One of three MOST complex functions

(NOTE: If work is primarily done by the Department of General Services, the work done by department staff is considered Facilities Management NOT Facilities Planning and Acquisition.)

Factor A - Responsibility to plan and design offices

- a. Review requests for additional space, determine feasibility and recommend approval/denial and most effective and efficient method to accomplish - Least Complex
- b. Identify and recommend future space needs; plan and budget for their accomplishment; prepare "to scale" drawings; and, if needed, negotiate leases for office space - Average Complex
- c. In addition to the above, perform area and site searches, effectively contribute to selection of the most appropriate areas and site, coordinate completion of required construction or building alterations and actual occupancy of the building; may have substantial delegation from Office of Real Estate Development - Most Complex

Factor B - Responsibility for Budget preparation

- a. Based upon past practice, gather and/or provide specific data requested - Least Complex
- b. Develop short range plans (2 - 4 years) including determine budget requirements and gather/provide data needed to support recommendations - Average Complex
- c. Develop long range plans (5 years) including determine budget requirements, gather data to support and effectively negotiate budget approval - Most Complex

BUSINESS SERVICE POSITION ALLOCATION WORKSHEET

Requested Class: _____ Approved Class: _____

Position Number/Location: _____

Approval Date: _____ Approved By: _____

INSTRUCTIONS: In the column titled "Function Supervised?", indicate with a check mark whether or not the incumbent will have supervisory and decision making authority for the Function. In the column titled "% of time", show % of time spent on each Function. In the column titled "Factor Complexity", indicate with a check mark the level of complexity (Least, average, most) of each factor for all of the functions assigned to the position to be filled.

COMPLEXITY	FUNCTION	FUNCTION SUPERVISED?		% OF TIME		FACTOR COMPLEXITY		
		Yes	No			Least	Ave.	Most
L E A S T	Equip./Supplies				Factor A:			
					Factor B:			
					Factor C:			
	Support Services				Factor A:			
					Factor B:			
	Building Management				Factor A:			
A V E R A G E	Capital Outlay				Factor A:			
					Factor B:			
	Purchasing				Factor A:			
					Factor B:			
					Factor C:			
	Telecommunications				Factor A:			
					Factor B:			
	* Function is "least complex" if Telecommunications Analysts or Managers exist in the Department.							
	Facilities Mgmt.				Factor A:			
					Factor B:			
					Factor C:			
M O S T	Special Studies				Factor A:			
					Factor B:			
					Factor C:			
	Contracts				Factor A:			
					Factor B:			
					Factor C:			
					Factor D:			
	Facilities Planning and Acquisition				Factor A:			
					Factor B:			
	IMPACTS MOST FUNCTIONS	N/A		N/A	Span of Control:			
		N/A		N/A	Building Ownership:			

CONTINUED ON REVERSE SIDE

COMPLETE THE FOLLOWING SECTION IF THE REQUESTED ALLOCATION DOES NOT MEET THE TYPICAL ALLOCATION CRITERIA FOR THE CLASS.

MITIGATING FACTORS: Describe below the mitigating factor(s) which apply to this position and the impact should the requested level/class be denied.

ALLOCATION GUIDES FOR BUSINESS SERVICES CLASSES

SUPERVISORY CLASSES

<u>BUSINESS SERVICE OFFICER I (SUPVR.)</u>	<u>BUSINESS SERVICE OFFICER II (SUPVR.)</u>	<u>BUSINESS SERVICE OFFICER III</u>	<u>STAFF SERVICES MANAGER I</u>	<u>STAFF SERVICES MANAGER II/III</u>
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Concept of Class

<p>First supervisory level. Typically supervises all business service functions in the smallest business service office (3-6 staff). In larger offices, supervises one or more business service functions of avg. complexity, or two or more functions of least complexity as asst. to a higher level supervisor. Assist with the more difficult and complex business service work. May also personally perform technical and analytical business service work equivalent to that performed by BSO I (Specialist).</p>	<p>Typically supervises all business service functions of a small to medium business service office (7-12 staff). In larger offices, supervises one or more business service functions of avg difficulty. Assist with the performance of other difficult and complex work. May also personally perform technical and analytical business service work equivalent to that performed by BSO II (Specialist).</p>	<p>Typically supervises all business service functions in a medium to large business service office (13-20 staff). In larger offices, may supervise two or more functions as asst. to a higher level manager. May also personally perform technical or analytical business service work equivalent in level to ABMA.</p>	<p>Typically supervises all business service functions in a large business service office (over 25 staff). In an exceptionally complex and large business service program, may be assigned responsibility for a single function.</p>	<p>Typically supervises all business service functions in one of the largest and most complex business service offices.</p>
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Independence of Action

<p>Average. Assignments are frequently routine and unusual assignments are closely reviewed. Instruction is typically in the form of specific written or verbal guidelines and interpretations. Decisions for both technical and analytical work which go beyond established procedures typically require higher level review/ approval.</p>	<p>Above average. Decisions are not closely or routinely reviewed. Analytical work, however routine, requires higher level review and approval. Instruction received is typically general written or verbal guidelines.</p>	<p>Considerable. Decisions at this level rarely receive higher level review or approval unless there are major policy implications. Instruction received is typically in the form of policy guidance.</p>	<p>Very general supervision from a higher level manager. --</p>
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ALLOCATION GUIDES FOR BUSINESS SERVICES CLASSES

SUPERVISORY CLASSES

<u>BUSINESS SERVICE OFFICER I (SUPVR.)</u>	<u>BUSINESS SERVICE OFFICER II (SUPVR.)</u>	<u>BUSINESS SERVICE OFFICER III</u>	<u>STAFF SERVICES MANAGER I</u>	<u>STAFF SERVICES MANAGER II/III</u>
<u>Supervision Exercised</u>				
Typically has full supervisory responsibility for a smallest business service office of approx. 3-6* lower level staff which may include general clericals, Materials and Stores Supervisors, Property Controllers, Mailing Machine Operators, and Stock Clerks. Does not supervise BSO I (Specialist).	Typically has full supervisory responsibility for a small to medium business service office of approx. 7-12* lower level staff of which one or more are Business Service Asst. or BSO I (Spec/Supvr). Other classes may include those listed for BSO I (Supvr.) Does not supervise BSO II (Specialist).	Typically incumbents are second or third level supervisor over 13-20* staff with at least 3-5 subordinate professional staff. Other classes supervised may include those listed for BSO I (Supvr.). Does not supervise ABMA positions.	Typically has full supervisory responsibility for a large and varied staff of 25* or more positions, at least 6** are professional allocations. In an exceptionally complex and large business service program, may be assigned responsibility for a single function if the function is one of the most complex and difficult, has statewide responsibility and authority for a centralized function; decisions made by the position and/or its staff have a significant impact upon exceptionally large numbers of offices which are widely dispersed throughout the State; and the position supervises a large staff with typically no fewer than 20 total employees of which at least 6** are professional allocations.	Specific criteria has no been established for the SSM II and III levels. The appropriate allocation of such positions will be resolved on a case by case basis between the Department and DPA staff.

**The "6" staff is based on the assumption that positions are allocated to the full range of classes in the BSO Series, and there are one or more subordinate supervisors. If assigned responsibility for a group of SSA/ABMA staff the generally accepted standards of 3-5 staff would apply. If there are no Associate level staff, the higher number of staff would apply.

***Note:** Number and variety of staff may vary outside of this range depending upon the organizational structure and/or complexity of assignment. See pages 5-8 for a description of the ten functional areas, and pages 9-13 for the complexity factors which apply to each of the 10 functions.

Professional staff is defined as all classes listed in the BSO series specification, plus Staff Services Analyst/Associate Business Management Analyst positions.



ALLOCATION GUIDES FOR BUSINESS SERVICES CLASSES

SUPERVISORY CLASSES

<u>BUSINESS SERVICE OFFICER I (SUPVR.)</u>	<u>BUSINESS SERVICE OFFICER II (SUPVR.)</u>	<u>BUSINESS SERVICE OFFICER III</u>	<u>STAFF SERVICES MANAGER I</u>	<u>STAFF SERVICES MANAGER II/III</u>
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Typical Tasks/Scope of Responsibility

The Supervisor class performs supervisory duties for a majority of the time, and may also perform non-supervisory technical and analytical duties. Supervisory work includes planning, organizing, and directing a small staff. Non-supervisory work consists of the type of work which is described for the BSO I (Spec.)

The Supervisor class performs supervisory duties for a majority of the time, and may also perform non-supervisory technical and analytical duties. Supervisory work includes planning, organizing, and directing a small to medium size staff. Non-supervisory work consists of the type of work which is described for the BSO II (Spec.)

The BSO III class performs supervisory duties for a majority of the time, and may also perform non-supervisory technical and analytical duties. Supervisory work includes planning, organizing, and directing a medium to large size staff. Non-supervisory work consists of the type of work which is described for the ABMA.

The SSM I class usually performs supervisory duties full time, which includes planning, organizing, and directing a large and varied staff, typically in a centralized business service function.

See pages 5 - 8 for a detailed breakdown of the typical duties performed within each of the ten functional areas. See pages 9 - 13 for a description of the complexity factors which relate to each of the functional areas.

ALLOCATION GUIDES FOR BUSINESS SERVICES CLASSES

NON-SUPERVISORY CLASSES

BUSINESS SERVICE ASSISTANT (SPEC.)

BUSINESS SERVICE OFFICER I (SPEC.)

BUSINESS SERVICE OFFICER II (SPEC.)

STAFF SERVICES ANALYST

ASSOCIATE BUSINESS MANAGEMENT ANALYST

Concept of Class

Entry, developmental, and first working level. Positions are nonsupervisory, but may serve as lead over lower level staff. Positions are permanently allocated to this class when the major portion of duties do not include independent responsibility for the more difficult and complex assignments found at the BSO I level. Performs business service work of a routine nature in a variety of functions; assist with the more complex technical/ analytical work; or are responsible for one or more of the least complex business service functions (Equipment/Supplies; Support Services; Bldg. Maint.). Analytical work is defined as being equivalent in level to MST.

Independently performs technical and analytical business service work of average difficulty in a variety of functions; assist with the more difficult and complex business service work; or are responsible for one or more functions of average difficulty (Purchasing, Facilities Mgt., Capital Outlay, & Telecommunications). May perform analytical business service work equivalent in level to Staff Services Analyst.

Performs the difficult and complex technical and analytical business service work in a wide variety of functions. In a medium - large office, responsible for one or more of the most difficult and complex technical/ analytical functions (Facilities Planning/ Acquisition; Contracts; Special Studies). In larger offices, may assist with most complex functions. May be assigned special analytical studies equivalent in level to a mix of that which would be appropriate for SSA/Associate level analysts.

Under supervision, performs analytical work of average difficulty in a variety of business service functions. Positions are permanently allocated to this class when the major portion of tasks performed do not include the more responsible, varied, and difficult assignments found at the Associate level. This class differs from BSO I in that the duties and responsibilities require performance of analytical work for a majority of the time. With an appropriate restructuring of duties positions allocated to this class may be downgraded from the ABMA class for recruitment purposes.

Independently perform the more difficult, responsible, and complex analytical and technical work in the business and administrative services area, including contracts and Facilities Planning/ Acquisition. May act as lead for lower level business services staff. This class differs from the BSO series in that positions perform analytical duties for a majority of the time, and typically also perform the more complex business service technical work. Positions may perform analytical duties full time, providing the duties require technical knowledge of business service functions, or positions are located in the business service office.

Independence of Action

Limited. Positions are typically guided by detailed and specific instructions. Typically, decisions are closely reviewed.

Average. Assignments are frequently routine and unusual assignments are closely reviewed. Instruction is typically in the form of specific written or verbal guidelines and interpretations. Decisions for both technical and analytical work which go beyond established procedures typically require higher level review/approval.

Above average. Decisions are not closely or routinely reviewed. Analytical work, however, routinely requires higher level review and approval. Instruction received is typically general written or verbal guidelines.

Analytical work routinely requires higher level review and approval. Instruction received is typically general written or verbal guidelines.

Typically receives general guidance and direction from the manager of the business service office (SSM I or above). Positions act with considerable independence. Neither technical nor analytical work is routinely reviewed except for long term impact or policy implications.



ALLOCATION GUIDES FOR BUSINESS SERVICES CLASSES

NON-SUPERVISORY CLASSES

<u>BUSINESS SERVICE ASSISTANT (SPEC.)</u>	<u>BUSINESS SERVICE OFFICER I (SPEC.)</u>	<u>BUSINESS SERVICE OFFICER II (SPEC.)</u>	<u>STAFF SERVICES ANALYST</u>	<u>ASSOCIATE BUSINESS MANAGEMENT ANALYST</u>
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Supervision Exercised

All of these positions are non-supervisory, but may act as lead over lower level clerical/technical classes and Business Service Officers.

Typical Tasks/Scope of Responsibility

Learns to perform activities in a wide variety of business service functions by following detailed and specific instructions. Learns how to determine the data needed for individual functions, where and how to obtain the data, how to format/assemble data and obtain the needed approvals and signatures, how and when to implement the desired course(s) of action and monitor the results.

When fully trained, may be assigned independent or lead responsibility to initiate, implement and monitor activities associated with one or more of the least complex functions, and may also assist in the performance of more difficult and complex work.

Assigned tasks are typically repetitive and easily learned within the probationary period.

Work typically includes the following elements relative to one or more functions of average complexity: Define problem areas, develop project plans for resolving identified issues, identify alternatives and recommend alternative courses of action; monitor results.

Same as for the BSO I class except typically performs duties related to the most complex and difficult functions.

Performs analytical work of average difficulty. Tasks would typically involve either special studies or analytical tasks relating to a variety of business service functions. May assist with the most complex work, as described for the ABMA class.

Independently performs complex analytical work, typically involving development of policies and procedures; system review and design; development and monitoring of budgets; review and analysis of contracts; analysis of legislation and Merit Award Board suggestions; and special studies.

See pages 5 - 8 for a detailed breakdown of the typical duties performed within each of the ten functional areas. See pages 9 - 13 for a description of the complexity factors which relate to each of the functional areas.



MEMORANDUM

To: PERSONNEL MANAGEMENT LIAISONS

Date: February 27, 1989
Reference Code: 89-06

THIS MEMORANDUM SHOULD BE DISTRIBUTED TO:

Personnel Officers

From: **Department of Personnel Administration**
Office of the Director

Subject: Universal Salary Schedule and Revision to Salary Step Definition

On March 2, 1989 the Department of Personnel Administration (DPA) will implement a universal salary schedule. This one salary schedule will replace all existing schedules for future salary transactions. In addition, MOU provisions and a new DPA regulation applicable to nonrepresented employees will become effective March 2, 1989 and will redefine a salary step as a rate a full 5% above the employees current rate. (See attachment.)

There are some classes which will not be subject to the new salary step definition even though the assigned salary rates will be included in the universal salary schedule. This group includes the printing trade rate classes in Bargaining Unit 14, all trade rate classes compensated under the provisions of Government Code 19830 and all the classes in Bargaining Unit 13.

Employees in classes assigned to Bargaining Units 01 (Fiscal and Staff Services), 09 (Professional Engineers), 14 (Printing Trades), and 17 (Registered Nurses), do not have signed MOUs. Salary determinations for employees in these units will continue to be made using the existing salary schedules. As soon as these MOUs are ratified the classes effected will be assigned to the new universal salary schedule and be subject to the new salary step definition.

Pay Letter 89-03, which will be issued soon, contains the complete universal salary schedule and instructions on the use of this schedule in connection with the new definition of a salary step.

If you have questions concerning the DPA regulation or MOU provisions concerning the new definition of a salary step, please contact Bruce Crain of the Policy Development Office at (916) 324-0530 or ATSS 454-0530.



Lillian Rowett
Deputy Director

Attachment



599.666.1. The Pay Plan - Nonrepresented Employees.

The pay plan for State civil service employees designated supervisory under Section 3522.1 or excluded from the definition of State employee under Section 3513(c) or managerial under Section 3513(e) of the Ralph C. Dills Act consists of the salary ranges and rates established by the Department of Personnel Administration and the rules contained in this article. As used in this article, terms are defined as follows:

(a) "salary range" is the minimum and maximum rate currently authorized for the class;

(b) "step" for employees compensated on a monthly basis is a 5% differential above or below a salary rate rounded to the nearest dollar and for employees compensated on a daily or hourly basis is a 5% differential above or below a rate rounded to the nearest dollar and cents amount.

(c) "rate" for employees compensated on a monthly basis is any one of the full dollar amounts found within the salary range and for employees compensated on a daily or hourly basis any one of the dollar and cents amounts found within the salary range.

(d) "range differential" is the difference between the maximum rate of two salary ranges of the Pay Plan;

(e) "substantially the same salary range" is a salary range with the maximum salary rate less than 2 steps higher or lower than the maximum salary rate of another salary range;

(f) "higher salary range" is a salary range with the maximum salary rate at least 2 steps higher than the maximum salary rate of another salary range;

(g) "lower salary range" is a salary range with the maximum salary rate at least 2 steps lower than the maximum salary rate of another salary range.

Under paragraph (b) one step higher is calculated by multiplying the rate by 1.05. One step lower is calculated by dividing the rate by 1.05 (e.g., $\$2,300 \times 1.05 = \$2,415$, one step higher; $\$2,415 \div 1.05 = \$2,300$, one step lower).

Unless otherwise provided by the State Personnel Board, the lowest salary range currently authorized for the class is used to make salary comparisons between classes. Any rate falling within the salary range for a class may be used to accomplish appropriate step differentials in movements between classes and salary ranges.