ALLOCATION GUIDELINES
ANALYST SERIES, AND SUPERVISOR AND MANAGER SERIES

The following Allocation Guidelines are established as part of the Generalist Classification Consolidation to assist state departments in determining the proper position allocation into the Analyst Series, and Supervisor and Manager Series. The allocation guidelines are intended to be used in conjunction with the Classification Specifications which remain the controlling legal authority, as interpretive tools to assist departments in applying the specifications to position duties.

ANALYST SERIES

The Analytical Series is comprised of four professional analytical classifications, Analyst I-IV, used throughout state civil service to perform a broad range of interdisciplinary activities consisting primarily of analytical, consultative, and specialized evaluative tasks.

- The Analyst I is the recruiting and developmental multi-range deep class. Incumbents at this level utilize basic analytical skills to assist with various State program areas.

- The Analyst II is the full journey level class. Incumbents at this level are typically subject matter generalists with independent or lead responsibility for varied and complex projects, cases, programs, or assignments.

- The Analyst III is the advanced journey level class. Incumbents at this level are characterized by assignments which require, on a regular basis, a high degree of professional and analytical skills for specialized assignments which typically have department-wide impact.

- The Analyst IV is the expert journey level class. Incumbents at this level are identified by top management or executive levels as the most highly skilled specialists or program consultants who are prime resource persons and innovators critical to the department's basic mission.

Types of Analytical Work by Level

For purposes of these guidelines, analytical work means collecting information from documents or people, organizing it in a useful way, and writing clearly about what it means. It also includes using this information to make suggestions or approve actions based on set rules. This work includes clearly identifying a problem, creating a plan to solve it, thinking of different options, choosing the best one, and checking to see if the solution works.

Entry Level (Analyst I)

At this level, analysts use basic analytical skills to perform work that requires research, analysis, and the use of independent judgment and discretion within assigned parameters and under supervision to interpret and apply statutes, regulations, and policies and procedures.

Full Journey Level (Analyst II)

At this level, analysts work on their own or lead others, which typically occurs in the context of projects or assignments and does not involve formal supervisory responsibility. They are responsible for one or more of the following:

- Helping create program policies – This means doing research and giving recommendations to managers. The Analyst II is not required to make the final decision.
- Reviewing or auditing a full program – This includes fiscal, organizational, staffing, conformance with policy, etc. This could be for a major program area or function in a small department or in an organizational or geographical area of a large department.
- Performing policy, administrative, and legislative bill analysis.

Advanced Journey Level (Analyst III)

- This work requires specialized expertise and knowledge of program intricacies that involve areas of complexity and sensitivity.
- Work at this level often has department-wide impact.

Expert Journey Level (Analyst IV)

- This work requires specialized expertise and knowledge in a specific function, often with multi-departmental or statewide impact.
- These jobs are rare in areas where rules are set by a control agency.

Attributes of Analytical Duties

Analytical work is characterized by the following core attributes:

- Analytical work involves reviewing criteria or elements and variables that are not easy to measure. There are few clear or fixed rules, requiring analysts to exercise discretion and professional judgment.
- The work does not follow structured, step-by-step procedures, and there is no single standard approach to decision-making.
- The final result does not represent a concrete product or clear right answer. Instead, the end product is usually an option, concept, recommendation, idea, or plan.
- Success is not measured with numbers (i.e., numerical outputs or simple performance metrics). Analytical work rarely results in a clear yes-or-no answer, and reasonable people may disagree about the best outcome.
- The results may be used in different ways and often inform future actions or decisions beyond the immediate assignment.
- Analytical work may involve evaluating opinions, assumptions, or human behavior rather than applying fixed technical rules.
- Even after the work is completed, the conclusions may continue to be questioned or refined as circumstances change.
- Analytical work is difficult to define rigidly because it often depends on the specific context and nuances of a situation.

Types of Analytical Assignments

Problem and Project Assignments

A problem assignment focuses on a specific issue. The analyst examines the issue closely, identifies underlying causes of the problem, and develops one or more recommendations on how to address it. This type of assignment typically involves research, critical thinking, understanding the root causes, and analysis of the factors contributing to the problem.

A project assignment is broader in scope and more complex. Project assignments are multi-faceted and involve multiple, interrelated tasks or problems and may evolve over time. The steps are not fully defined at the start, and require sustained effort, coordination, and judgment to complete.

Problem Assignment Elements

There are three key elements of problem assignments that affect their level of complexity:

1. How clear the problem is:
    - Some problem assignments begin with a clearly defined issue. For example, an Analyst may be asked to develop a new job classification. While the analyst must determine how to go about gathering information and analyze data, the nature of the problem and the outcome are generally expected and understood.
    - More complex problem assignments involve issues that are not clearly defined at the outset. For example, an Analyst may be asked to determine why turnover rates are so high within a particular division. In these cases, the analyst must first identify what the problem is by gathering and evaluating a wide range of information before developing recommendations.
    - In short: the less clearly defined the problem, the more complex the assignment.

2. How many factors are involved:
    - Some problems involve a limited number of factors, which makes them easier to analyze and resolve.
    - Other problems involve many interrelated factors, which increases complexity.
    - Some factors are easier to measure, such as pay, staffing levels, or office space. These are called tangible.
    - Other factors are harder to measure, such as employee morale, feelings, workplace culture, or communication practices. These are called intangible.
    - Problems that involve multiple intangible factors are generally more complex because the underlying causes are harder to identify and evaluate.

3. How the problem is solved:
    - Some problem assignments can be addressed using established methods that are already known/existing or approaches that are commonly used. These assignments are generally less complex.
    - Other problem assignments require new or creative approaches because there is no clear or established solution. These assignments are more complex and require greater judgment, innovation, and discretion because there's no clear path to follow.

Simpler problem assignments are typically appropriate for entry-level analysts. These assignments are generally well defined, governed by established rules or procedures, and require limited independent judgment. The outcomes are often fact-based and may be measured using objective criteria. The answers are based on facts and can often be measured with numbers.

More complex problem assignments are typically appropriate for journey-level analysts. These assignments are less clearly defined, involve multiple and often intangible factors, and may not have an established solution. Analysts at this level must identify the problem before developing recommendations and may need to propose new or innovative approaches to address it.

Problem Assignments by Level

Analyst I (Entry Level)

- Works on problems that are clearly defined or well explained at the outset
- Involves a limited number of factors
- Uses standard or established methods that are already known and taught

Analyst II (Full Journey Level)

- Works on problems that may be clear but not fully explained, or that require clarification before analysis can begin
- Involves a limited number of factors or a combination of simple and more complex factors
- Selects and applies the most appropriate method based on the situation

Analyst III (Advanced Level)

- Works on problems that are not clearly defined and require significant analysis to frame and understand
- Involves multiple, interrelated factors
- Uses professional judgment to determine both the nature of the problem and the approach to resolving it

Analyst IV (Expert Level)

- Works on problems that are undefined or evolving and require expert-level analysis to identify and frame
- Involves multiple complex and often intangible factors
- Develops new, creative and/or innovative approaches to problems where established methods are insufficient

Project Assignments Elements

Similar to problem assignments, the complexity or level of difficulty of a project assignment is generally determined by three factors:

1. Number of problems to be solved within the project:
   - As the number of problems increases, the level of difficulty and complexity also increases.
   - These problems are usually interconnected, which can further increase complexity because changes in one area may affect others. Therefore, the more problems, the greater the level of difficulty and/or complexity.

2. Difficulty of the problems within the project:
   - Some problems within a project can be addressed using established or commonly used methods, making them less difficult to address.
   - Other problems require new, creative, and/or innovative approaches.
   - Projects are more complex when most of the problems require original thinking or do not have clear or established solutions.

3. How new or unfamiliar the project is:
   - Projects are more complex when they involve new subject areas, limited prior work, or little available information.
   - Projects are generally less complex when there are clear examples, prior experience, or established practices to follow.

Project Assignments by Level

The level of project assignment depends on overall complexity, considering the factors above.

Note: Analyst I is a deep class. As incumbents progress through the ranges, they are expected to take on increasing levels of responsibility and complexity consistent with their experience and development.

Analyst I (Entry Level)

- Works on projects that are more clearly defined, with specific instructions and established guidelines
- Projects typically have shorter timelines and well-defined goals
- Assignments focus on applying known methods and learning project processes

Analyst II (Full Journey Level)

- Works on projects that may be defined but may lack complete detail
- Projects may involve multiple components or problems
- Selects and applies the most appropriate methods based on the situation

Analyst III (Advanced Level)

- Works on longer-term, more complex projects with minimal guidance
- Projects involve multiple interrelated problems, broader scope, and one or more subject areas
- Requires professional judgment to determine approaches where no simple formula exists

Analyst IV (Expert Level)

- Works on projects that are new, evolving, and not clearly defined, often with multi-departmental or statewide impact
- Projects are highly complex and may involve sensitive, controversial, or high-visibility issues
- Develops creative and/or innovative approaches where established methods are insufficient
- Exercises a high degree of discretion and professional judgment

Projects are generally more complex than single problem assignments because the issues involved are interconnected and may affect one another. However, projects vary in complexity, and departments are encouraged to apply the allocation factors holistically when determining the appropriate classification level.

Clarifying What Counts as Analytical Work

Coordinating, supporting, or assisting others who perform analytical work does not, by itself, constitute analytical work. To qualify as analytical work for allocation purposes, the position's own duties and responsibilities must independently meet the established criteria for analytical work.

All civil service employees, regardless of level, are expected to present, justify, and defend their work to external agencies, public groups, individuals or high-level officials. This requirement on its own does not support allocation to a higher level. Allocation determinations must be based on the nature and complexity of the duties performed, not on the audience or setting in which the work is explained.

Snapshot/ General Statement	Analyst I	Analyst II	Analyst III	Analyst IV
	This is the entry level, where the degree of proficiency indicates that an incumbent has a general understanding of the competency and can perform basic tasks related to it.	This is the full journey level, where the degree of proficiency indicates that an incumbent has a more in-depth understanding of the competency and can perform complex tasks related to it with a high degree of independence, skill, and accuracy.	This is the advanced journey level, where the degree of proficiency indicates that an incumbent has advanced expertise in the competency and can perform more difficult and complex tasks, often involving specialized assignments requiring a high degree of professional and analytical skill and judgment.	This is the expert journey level, where the degree of proficiency indicates that an incumbent is a prime resource or recognized authority in the competency and, as a highly skilled expert, performs the most complex, critical, and specialized functions, and may teach and mentor others in the field.
Variety and Scope of Responsibility	Positions allocated to this level perform work that ranges from routine to varied and include analytical tasks such as gathering, compiling, and analyzing data.

Incumbents use basic problem-solving skills and exercise independent judgment and discretion to interpret and apply statutes, regulations, policies, and procedures under supervision.

At this entry level, incumbents typically develop findings and draft recommendations | Positions allocated to this level perform varied and complex analytical work involving a broad range of governmental and managerial issues that may be interdisciplinary in nature.

Incumbents function with a level of independence greater than that of the Analyst I and are responsible for deriving solutions and providing recommendations and consultative services to management and others with limited input. | Positions allocated to this level perform complex, specialized analytical work that routinely has department-wide impact.

Incumbents function with advanced expertise and are expected to handle difficult and sensitive consultative, administrative planning, and/or regulatory assignments.

Work at this level may include leading divisional projects, supporting long-range planning and evaluation efforts, analyzing | Positions allocated to this level perform the most complex, critical and highly specialized analytical work with multi-departmental or statewide impact.

Incumbents serve as high-level experts with recognized authorities whose knowledge is not widely available.

Allocation to this level is rare and limited to duties requiring a level of expertise clearly beyond that of an Analyst III.

Work at this level focuses on overall departmental |

Variety and Scope of Responsibility Continued	Analyst I	Analyst II	Analyst III	Analyst IV
	for review by higher level staff or management.		departmental operations, and developing recommendations to improve policies, procedures, or organizational structures.	strategy, innovation, and top-level consultation, rather than oversight of a single program component.
Supervision and Guidelines Received	Work is performed under supervision and may require routine review. The incumbent works in a situation of close oversight and easy access to a lead or supervisor for guidance, coaching, and training. Work assignments are given with explicit instructions or are so routine that few, if any, deviations from established practice are made without checking with the supervisor. This level reflects a developmental work environment where supervision is an integral part of performing assigned duties. This type of supervision generally is exercised over the entry level in a series.	Work is performed under direction with considerable independence. Neither technical nor analytical work is routinely reviewed except for long-term or wide-range impact or policy implications. The incumbent receives general instructions regarding the scope of and approach to projects or assignments, but procedures and techniques are left to the discretion of the incumbent. Supervision focuses on overall objectives and outcomes rather than day-to-day work methods. Incumbents are expected to operate with a reasonable degree of independence. Typically supervised by a	Work is performed under general direction. The incumbent may be responsible for a specialized program or function and is expected to carry out necessary activities independently and without direction, except as new or unusual circumstances require. This level involves a significant degree of independence and autonomy, with primary reliance on incumbent's advanced expertise rather than ongoing supervisory oversight. The level of autonomy goes beyond the typical supervision expected for an Analyst II. Typically supervised by a Supervisor I or higher level, or equivalent	Work is performed under general direction. The incumbent provides expert-level consultation and may be responsible for a program or function that is typically more specialized or highly visible and is expected to carry out necessary activities independently and without direction, except as new or unusual circumstances require. This level involves a very high degree of autonomy and reliance on the incumbent's recognized expertise rather than supervision. Typically supervised by a Supervisor II or higher level, or equivalent departmental specific supervisory classification.

Supervision and Guidelines Received Continued	Analyst I	Analyst II	Analyst III	Analyst IV
	Typically supervised by a Supervisor I or higher level, or equivalent departmental specific supervisory classification.	Supervisor I or higher level, or equivalent departmental specific supervisory classification.	departmental specific supervisory classification.	
Supervision/ Lead Responsibility Exercised	May lead lower-level technical and/or clerical staff on limited tasks or assignments, consistent with the developmental nature of this level.	Positions allocated to this level may act as a team lead or coordinate projects involving various governmental agencies. Positions at this level may provide training to team members, assign and review work (deadlines and quality) of same or lower-level team members, and provide input to management on employee performance. Lead responsibilities at this level are typically project or task based. In a lead capacity, incumbents may perform work tasks of the same nature and level as other team members. This level does not provide direct supervision.	Positions allocated to this level may coordinate other analysts in sensitive, high-impact, or specialized areas of a department's operation and/or on a task force, and/or manage projects. Positions at this level may act as a team lead or coordinate projects involving various governmental agencies. Positions at this level may provide training to team members, assign and review work (deadlines and quality), and provide input to management on employee performance. Incumbents may perform work tasks of the same nature and at the same level as their peers, while also serving as team leads.	Positions allocated to this level may serve as project leads on department-wide, multi-departmental, or statewide projects and coordinate the work of others. As a highly skilled specialist and prime resource, incumbent may provide informal leadership, technical guidance, and mentorship to other team members. Leadership at this level is based on recognized expertise rather than positional authority. This level does not provide direct supervision.

Supervision/ Lead Responsibility Exercised Continued	Analyst I	Analyst II	Analyst III	Analyst IV
			Lead responsibilities at this level typically involve greater complexity, sensitivity, or departmental impact than those assigned at the Analyst II level. This level does not provide direct supervision.	
Complexity of Work	Incumbents perform routine to varied analytical duties of average difficulty, and work with structured or patterned assignments, with exceptions or deviations from typical or routine circumstances explained in detail as they arise. The Analyst I applies principles and techniques of the work area under close supervision and may assist higher-level team members and have limited developmental involvement with work of increased complexity.	Incumbents independently perform varied and complex analytical work and exercise judgment and initiative in making plans and decisions for carrying out assignments, including analyzing, interpreting, and applying policy, laws, rules, and regulations. At this level, incumbents receive assignments that are not fully defined and require the incumbent to determine the appropriate method or course of action. Incumbents perform high-level and detailed research, data compilation, analysis, and formulation of	Incumbents independently perform more responsible and complex analytical work than that of the Analyst II, and work on specialized assignments which have departmental impact, often in an area where precedents are lacking, or a sparse body of knowledge or experience in the program area exists. At this level, incumbents receive open-ended assignments that require advanced judgment and original analytical approaches.	Incumbents perform the most complex, critical and specialized functions that have multi-departmental or statewide impact, often involving inter-agency coordination. Incumbents allocated to this level possess exceptional and comprehensive knowledge of the technical specialty and a working knowledge of related specialties. Work relates to operational and policy development issues. As innovators, incumbents develop solutions that combine information and ideas in new ways

Complexity of Work Continued	Analyst I	Analyst II	Analyst III	Analyst IV
		alternative solutions.		where established methods are insufficient and precedents are lacking, or a sparse body of knowledge or experience in the program area exists. The Analyst IV level involves assignments of markedly greater difficulty than those at the Analyst III level, demonstrated by unusually short deadlines, significant operational intricacies, an inordinate number of stakeholders creating substantial challenges in achieving consensus, and the absence of critical resources.
Responsibility for Decisions and Actions	**Analyst I**	**Analyst II**	**Analyst III**	**Analyst IV**
	Incumbents are responsible for actions and recommendations to higher-level team members and management. At this level, incumbents make decisions on financial, personnel, and other administrative assignments of average complexity, and exercise	Incumbents are responsible for independent decisions and actions of a higher degree of complexity, difficulty, and/or sensitivity than those of the Analyst I. At this level, incumbents formulate procedures, policies, and program alternatives; utilize	Incumbents are responsible for independent decisions and actions of a higher degree of complexity than that of the Analyst II. At this level, incumbents exercise discretion in organizational recommendations that influence departmental management	Incumbents are responsible for independent decisions, actions, and recommendations to program management and/or executive-level management. At this level, incumbents serve as prime resource persons/authorities on a particular subject/program.

Responsibility for Decisions and Actions Continued	Analyst I	Analyst II	Analyst III	Analyst IV
	independent judgment and discretion to interpret and apply statutes, regulations, and policies within established guidelines and under supervision.	investigative skills and abilities and research techniques; and exercise independent judgment and discretion in making recommendations to management on administrative and program-related issues, or decisions with organizational impact.	decisions and have impact to the entire department or department-wide programs with full accountability for the accuracy, completeness, and soundness of analytical work products.	As subject matter experts, incumbents are responsible for actions that could have a substantial impact on departmental operations, efficiency, or outcomes. Incumbents develop strategies related to the program area(s). Positions allocated to this level are responsible for independent work within program constraints. This level is responsible for recommendations to executives, decisions for projects, and outputs with impact to the entire department, multiple departments, and/or statewide, reflecting a scope and level of responsibility clearly beyond that of the Analyst III.
Personal Contacts/ Relationships	Incumbents provide consultative services and recommendations to higher-level team members, management, and others; and participate in projects with other	Incumbents provide consultative services and recommendations to management and others; act as a team lead and coordinate projects with other governmental	Incumbents provide consultative services and recommendations to management and others. Incumbents allocated to this class coordinate	Incumbents provide consultative services and recommendations to internal and/or external executive level management. The Analyst IV serves as a prime

Personal Contacts/ Relationships Continued	Analyst I	Analyst II	Analyst III	Analyst IV
	governmental agencies. Contacts are typically employees within the department and/or work unit, including supervisors. Contacts may also include both internal and external customers and/or vendors and may be structured and guided. The Analyst I must present ideas and information effectively, and gain and maintain the confidence and cooperation of those contacted, primarily within structured or guided interactions.	agencies; and act as a field representative in complex and controversial intergovernmental negotiations and community relations. Contacts are typically employees within the department and/or work unit, including supervisors. Contacts may also include both internal and external customers and/or vendors. The Analyst II must present ideas and information effectively, and gain and maintain the confidence and cooperation of those contacted. Contacts at this level may involve higher visibility or external audiences than those typical of the Analyst I. May appear before legislative or other committees.	with other analysts on projects and/or task force. Contacts are typically employees within the department and/or work unit, including supervisors and management. Contacts may also include internal and external customers, vendors, and other external entities. May represent the unit on workgroups or task forces. The Analyst III must communicate sensitive and controversial topics and decisions, and difficult technical concepts effectively, often in situations requiring a high degree of discretion and judgment.	resource person and may serve as a project leader and coordinate the work of others. Contacts are typically higher-level employees within the department, including supervisors, management, and executive-level leadership. Contacts may also include internal and external customers, vendors, and other external entities. This level may represent the department in inter-departmental workgroups, statewide efforts, and formal presentations. The Analyst IV must communicate sensitive and controversial topics and decisions, and difficult technical concepts effectively often in high-stakes or high-visibility settings.
Consequence of Error	Consequence of error at this level is typically minimal. Positions are subject to close control and work is	Consequence of error at this level is greater than the Analyst I level. Positions do not receive close	Consequence of error at this level is significantly greater than that of the Analyst II level. Review of work is	Consequence of error at this level is significantly greater than that of the Analyst III level. Review of work is

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Consequence of Error Continued	Analyst I	Analyst II	Analyst III	Analyst IV
	reviewed by a supervisor. Errors may have minimal impact on the department's operation because the work is limited to a specific program area. Errors may result in loss of funds, time, and efficiency. Errors are not likely to occur because the work is reviewed and are generally identifiable and correctable without significant operational impact. Errors may range from easy to somewhat difficult to correct.	control and are expected to operate with a reasonable degree of independence. Therefore, because the review of work is limited, errors can occur. Errors may result in loss of funds, time, and efficiency. If errors occur at this level, they may be difficult to correct and may have broader program-level consequences than errors at the Analyst I level. Errors may have minimal impact on the department's operation because the work is limited to a specific program area.	administrative in nature rather than technical, concerned primarily with compliance. Due to incumbent expertise, errors are less likely to occur at this level. However, due to the complexity at this level, errors may be very difficult to correct and may have significant departmental impact. Errors may result in loss of funds, time, and efficiency; impact on the program and/or department's reputation; and result in negative media and legislative scrutiny.	administrative in nature rather than technical, concerned primarily with compliance. Due to incumbent expertise, errors are less likely to occur at this level. However, due to the complexity and political sensitivity at this level, errors may be very difficult to correct and may have department-wide, multi-departmental, or statewide consequences. Errors may result in loss of funds, time, and efficiency; impact on the program and/or department's reputation; and result in negative media and legislative scrutiny.
Area of Responsibility	Positions at this level perform recruiting, developmental, and journey analytical work within a program area specific to each position (as specified in the duty statement), with assignments focused on defined program functions and developmental application of analytical skills.	Positions at this level perform full journey level, independent analytical work within a program area specific to each position (as specified in the duty statement), with responsibility for independently carrying out analytical assignments within that program area.	Positions at this level perform advanced journey level analytical work. The Analyst III serves as an expert in a specific function or department program with multifaceted, intricate workloads and projects. Positions allocated	Positions at this level perform expert journey level analytical work. Incumbents allocated to this level serve as experts and prime resource persons in a specific function with multifaceted and intricate workloads. The Analyst IV may lead or coordinate

Area of Responsibility Continued	Analyst I	Analyst II	Analyst III	Analyst IV
			to this level are typically found in department program areas where precedents are limited, or where a level of expertise and knowledge of program intricacies is required to address highly complex or sensitive program issues.	projects that are department-wide, multi-departmental, or statewide. Positions allocated to this level are rarely found in administrative functions where policies are set by a control agency such as budgets, business services, human resources, and contracting, unless the work involves exceptional complexity, sensitivity, or scope beyond typical administrative functions.
Administrative Responsibility	Does not have direct administrative responsibility.	Does not have direct administrative responsibility.	Does not have direct administrative responsibility.	Does not have direct administrative responsibility.

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SUPERVISOR AND MANAGER SERIES

The Supervisor and Manager Series is comprised of four supervisory and managerial classifications used throughout state service in the administration of state programs. Incumbents in this series are typically subject matter generalists who have demonstrated possession of strong analytical skills, supervisory and/or managerial abilities, and personal qualifications to succeed in a broad range of settings.

The intent of these classifications is for them to be utilized in a supervisory/managerial capacity. In rare and limited occurrences, when Equal Employment Opportunity Officer duties are allocated to a Supervisor I or II position, the classifications may be utilized in a specialist capacity as an exceptional allocation, where such use is necessary and consistent with the classification specification.

In all other circumstances, when a department can justify that a high-level specialist is needed but the duties and responsibilities of the position are not supervisory or managerial in nature, the Analytical Series must be utilized, rather than the Supervisor or Manager Series.

Supervisor I

Typically, supervises a group of entry through advanced journey-level professional and analytical staff (average of 3 to 5), with direct responsibility for day-to-day supervision and work direction.

Supervisor II

Typically, supervises a group of entry through expert journey-level professional and analytical staff (average of 6 to 12), and may have subordinate supervisors typically in the Supervisor I classification, with responsibility for higher-level oversight and coordination of supervisory activities.

Manager I

Typically, supervises a group of entry through expert journey level professional and analytical staff (average of 6 to 12), including subordinate supervisors typically in the Supervisor I classification. Although the staffing ratios are the same as the Supervisor II classification, Manager I positions are distinguished by their responsibility for formulating, administering, or overseeing agency or departmental policies, programs, or functions, as reflected in the allocation factors below.

Manager II

Typically, supervises a group of entry through expert journey-level professional and analytical staff (average of 15 to 25), including subordinate supervisors and/or managers in the Supervisor II and/or Manager I classifications, with responsibility for broad organizational oversight and programmatic direction.

If a position meets the intent of the classification in accordance with the classification specification but does not have the required number of staff, it is considered an exceptional allocation due to insufficient staffing and must be evaluated based on the totality of duties and responsibilities.

NOTE: Proper position allocation is based on total responsibilities and productivity requirements of the job as whole. Do not place sole and primary emphasis on the single factor of the number of authorized positions or subordinate staff. All allocation factors must be considered together when determining the most appropriate level.

Snapshot/ General Statement	Supervisor I	Supervisor II	Manager I	Manager II
	This level is the first working supervisor used to perform supervisory duties over a small group of subordinate staff typically at the entry through journey and advanced level performing analytical, consultative, and specialized evaluative administrative work.

Incumbents combine direct supervision with ongoing responsibility for performing difficult or sensitive work and may also supervise staff at the advanced journey level. | This is the full supervisory level used to perform supervisory duties over a group of subordinate staff, typically at the entry through advanced and expert journey and Supervisor I levels, performing analytical, administrative, and supervisory work.

Incumbents perform supervisory activities that are distinct from routine working-level assignments and may also supervise staff at the expert journey level. | This is the first management level with significant responsibility for formulating and/or administering agency or departmental policies and programs.

Manage programs through subordinate supervisors, managers, and/or staff at the entry through expert journey levels.

Positions at this level are distinguished from supervisory classifications by their managerial focus and policy-related responsibilities.

Manager levels do not serve in a specialist capacity. | This is the full management level with responsibility for a major function(s) and the most critical or sensitive work.

Manage programs through subordinate supervisors, managers, and/or staff at the entry through expert journey levels.

Positions at this level involve broad organizational authority, strategic direction, and accountability for outcomes.

Manager levels do not serve in a specialist capacity. |
| Variety and Scope of Responsibility | Positions allocated to this level perform supervisory duties over a small group of staff responsible for an array of analytical assignments and personally perform the most difficult or sensitive work, while retaining a working supervisor role. | Positions allocated to this level perform full supervisory duties over staff responsible for work in complex programs and/or operations including analytical and administrative work within a well-established and fully developed function.

This level is responsible for | Positions allocated to this level perform supervisory and managerial duties with significant responsibility for formulating or administering agency or departmental policies and programs and are accountable for program-level outcomes rather | Positions allocated to this level perform supervisory and managerial duties with responsibility for one or more major functions that involve work of the most critical or sensitive nature related to the department's primary mission with broad authority over program direction, |

Variety and Scope of Responsibility Continued	Supervisor I	Supervisor II	Manager I	Manager II
		supervisory activities distinct from working level assignments, with limited involvement in day-to-day production work.	than direct work production. Incumbents may act as a recognized subject matter authority in support of managerial responsibilities.	resources, and strategic priorities.
Supervision and Guidelines Received	Work is performed under general direction. The incumbent is responsible for a program or functional area(s) and is expected to carry out necessary activities without direction, except as new or unusual circumstances require, with supervisory guidance focused on oversight of staff performance and work assignments.	Work is performed under general direction. The incumbent is responsible for a program or functional area(s) and is expected to carry out necessary activities without direction, except as new or unusual circumstances require, with a higher level of autonomy and responsibility for coordinating and overseeing supervisory activities.	Work is performed under general direction. The incumbent is responsible for a program or functional area(s) and is expected to carry out necessary activities without direction, except as new or unusual circumstances require, with primary emphasis on managing programs, resources, and policy implementation rather than day-to-day supervision.	Work is performed under administrative direction. The incumbent is responsible for a large program or major functional area(s). Direction is typically received in terms of goals with review being in terms of results, reflecting broad managerial authority and accountability for outcomes.
Supervision/ Lead Responsibility Exercised	Incumbents are considered working supervisors who personally perform the more difficult and sensitive work and typically supervise a group of entry through advanced journey level professional and analytical staff (average of 3 to 5). This level combines direct supervision	Incumbents have full supervisory responsibility and typically supervise group of entry through expert journey level professional and analytical staff (average of 6 to 12) and may have subordinate supervisors typically in the Supervisor I classification.	Incumbents are the first level of management and typically supervise a group of entry through expert journey level professional and analytical staff (average of 6 to 12), including subordinate supervisors typically in the Supervisor I classification, with	Incumbents are the full management level and typically supervise a group of entry through expert journey level professional and analytical staff (average of 15 to 25), including subordinate supervisors and/or managers in the Supervisor II and/or Manager I classifications, with

Supervision/ Lead Responsibility Exercised Continued	Supervisor I	Supervisor II	Manager I	Manager II
	with ongoing responsibility for working-level duties. The intent of the Supervisor I classification is to be utilized in a supervisory capacity. In rare occurrences, when EEO Officer duties are allocated to a Supervisor I position, the classification may be utilized in a specialist capacity as an exceptional allocation, where such use is necessary and justified.	Supervisory responsibilities at this level are distinct from routine working-level assignments. The intent of the Supervisor II classification is to be utilized in a supervisory capacity. In rare occurrences, when EEO Officer duties are allocated to a Supervisor II position, the classification may be utilized in a specialist capacity as an exceptional allocation, where such use is necessary and justified.	responsibility for managing programs through supervisory staff rather than performing direct supervision.	broad authority over program direction, resources, and managerial outcomes.
Complexity of Work	Incumbents perform supervisory duties including planning, organizing, and directing a varied staff of entry to advanced journey level, and personally perform the more difficult and sensitive assignments. Positions at this level may function as project leaders, coordinating the work of others and must be highly skilled,	Incumbents perform supervisory duties and oversee the day-to-day operations of a well-established and fully developed functional area(s). The Supervisor II manages work in complex programs and/or operations, with a broader responsibility for program or project implementation compared to a Supervisor I.	Incumbents perform supervisory and managerial activities as distinct from working level assignments. The work involves formulating or administering agency or departmental policies, acting as a primary subject matter expert, or managing fully developed functions. Work at this level	Incumbents perform supervisory and managerial activities over subordinate supervisors and/or managers. The work involves establishing criteria, formulating policy, assessing program effectiveness, or investigating and analyzing unusual or complex conditions. Work at this level

Complexity of Work Continued	Supervisor I	Supervisor II	Manager I	Manager II
	independent consultants with the ability to act authoritatively, within the context of a working supervisor role.

Work at this level may be routine, varied, and complex in nature.

The work includes various analytical duties involving different and unrelated processes and methods.

Problems are fully developed, but solutions are not clearly defined.

Decisions regarding what needs to be done depend upon the analysis of the subject, phase, or issues involved, and the chosen course of action may be selected from multiple alternatives.

Assignments typically involve managing multiple tasks and deadlines within a defined program area. | Work at this level may be varied and is of greater complexity than that of the Supervisor I, involving different and potentially unrelated processes and methods applied to a variety of subject matter areas and situations, often involving substantial depth of analysis.

The work also involves assisting management with the most sensitive issues.

Incumbents demonstrate an in-depth understanding of the relationship of their responsibilities to the work as a whole, with emphasis on sustained supervisory oversight rather than direct task execution. | may be varied and is of greater complexity than that of the Supervisor II, involving different and potentially unrelated processes and methods applied to a variety of subject matter areas and situations, often involving substantial depth of analysis.

Decisions regarding the work to be done include largely undefined issues and elements.

The work requires extensive probing and analysis to determine the nature and scope of the problems and continuing efforts to establish policies and proposals or to resolve problems generally without established guidance, with accountability for program-level outcomes. | focuses on strategic analysis and encompasses complex operations and requires skills and knowledge at the highest level with responsibility for work of the most critical or sensitive nature.

The Manager II advises executive management on formulating strategy, policy, and governance as it relates to the department's primary mission, with department-wide or statewide implications. |
| Responsibility for Decisions and Actions | Incumbents are responsible for supervising, | Incumbents are responsible for the operations of a | Incumbents have significant responsibility for | Incumbents develop strategic direction, goals, |

Responsibility for Decisions and Actions Continued	Supervisor I	Supervisor II	Manager I	Manager II
	training, and developing staff; and ensuring compliance with policies and procedures within their area of responsibility. Positions have responsibility for decisions and actions taken by subordinate staff. Decisions and actions taken by incumbents at this level may have divisional or departmental impact, typically within a defined program or functional area.	varied organizational program area, requiring broad general management skills, or of a specialized organizational program area requiring subject matter expertise; and developing policies, procedures, or guidelines. Positions have responsibility for decisions and actions taken by subordinate staff. Decisions and actions taken by incumbents at this level have significant organizational/departmental, or statewide and/or multi-departmental impact, reflecting broader operational responsibility than that of the Supervisor I.	policy and program formulation or administration, with direct policy influence over program areas. Positions are responsible for making significant decisions within their area of responsibility including the purpose, functions, and role. Positions have responsibility for decisions and actions taken by subordinate staff. Decisions and actions taken by incumbents at this level have significant organizational, departmental, or statewide and/or multi-departmental impact, with accountability for program-level outcomes.	plans, and policies for their area of responsibility; set broad objectives and are accountable for overall results; have the authority to commit the department in matters with significant financial impact. Positions have full responsibility for decisions and actions taken by the division/functional area(s), and for recommendations to executive management. Decisions and actions taken by incumbents at this level have department, multi-department and/or statewide impact, reflecting the highest level of managerial authority and accountability within the series.
Personal Contacts/ Relationships	Contacts are subordinates, supervisors, and internal and external stakeholders to solve problems, recommend solutions, and ensure compliance with laws, rules,	Contacts are subordinates, other supervisors, management and internal and external stakeholders to consult, advise, and collaborate on difficult or sensitive issues.	Contacts are subordinates, other supervisors, management, administrative or executive staff, and internal and external stakeholders to consult, advise, and collaborate on	Contacts are subordinates, other supervisors, management, administrative or executive staff, and internal and external stakeholders to consult, advise, and collaborate on

Personal Contacts/ Relationships Continued	Supervisor I	Supervisor II	Manager I	Manager II
	regulations, policies, and procedures. Contact is typically to influence, motivate, persuade, and lead incumbents or groups. Contact focuses primarily on direct contact with subordinates and ensuring work completion, within a defined program or functional area. Contacts may also include internal and external customers, vendors, and other external entities.	Contact is typically to justify, defend, negotiate, or settle matters or issues, with a broader scope of responsibility than that of the Supervisor I.	difficult, complex, or sensitive issues. Contact is typically to justify, defend, negotiate, or settle matters or issues, and to influence policy and program decisions within assigned areas of responsibility.	difficult, complex, or sensitive issues. Contact is typically to justify, defend, negotiate, or settle matters or issues, and to influence policy over program areas with department-wide, multi-departmental, or statewide impact. Incumbents at this level represent the organization in significant negotiations, meetings, and forums, and communicate across the organization to gain information, support, and alignment.
Consequence of Error	Errors can impact the performance and efficiency of their team and the quality of their work within the program area. Errors may result in lost funds and time but have minimal impact to the overall department, and are generally limited to the immediate work unit or function.	Errors can have a significant impact on programs or projects and may affect the work of other departments or stakeholders. Errors may impact multiple departments or have statewide implications, particularly where supervisory decisions affect coordinated operations or shared responsibilities.	Errors can impact agency or departmental policies and programs, potentially affecting the goals or operations of the department(s). Errors may impact multiple departments or have statewide implications, with consequences extending beyond individual programs to broader organizational outcomes.	Errors can impact the most critical or sensitive work, potentially affecting the department's primary mission, strategic direction and goals, or operations. Errors may impact multiple departments or have statewide implications, and may have long-term or far-reaching consequences that are difficult to mitigate.

Area of Responsibility	Supervisor I	Supervisor II	Manager I	Manager II
	Positions at this level are typically first-level working supervisors over a narrow area of focus, typically a team in a variety of program areas, with primary responsibility for day-to-day supervision within a defined functional area.	Positions at this level typically have full supervisory responsibility over a team in a variety of complex program areas and/or operations with departmental, multi-departmental, or statewide impact, with accountability for sustained supervisory oversight and coordination.	Positions at this level are typically the first management level over a variety of program area(s) with departmental, multi-departmental, or statewide impact. Incumbents manage programs through subordinate supervisors and may serve as a recognized authority, expert, and/or advisor with direct policy influence over program areas.	Positions at this level typically have full management responsibility over a major function or functions of a large program area(s), in a variety of settings with departmental, multi-departmental, or statewide impact. Responsible for the most critical or sensitive work as it relates to a department's primary mission, with broad authority over strategic direction, resources, and outcomes.
Administrative Responsibility	Responsible for developing and monitoring program goals and personnel management and development activities, within a defined work unit or functional area.	Responsible for developing and monitoring program goals and personnel management and development activities, with broader responsibility for coordinating administrative activities across a program or operational area.	Significant administrative responsibility for development of strategic goals; development and monitoring of program goals, objectives, and budget; and formulation or administration of agency or departmental policies and programs. This level is responsible for the professional development activities of personnel within the program area, contract negations,	Holds the highest level of administrative responsibility over major functions. Administrative responsibility includes providing high-level administrative direction and strategic oversight; developing and monitoring program goals, objectives, and budget; and formulating and establishing policies and procedures. This level is responsible for the professional

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Administrative Responsibility Continued	Supervisor I	Supervisor II	Manager I	Manager II
			and business services, with accountability for program-level administrative outcomes.	development activities of personnel within the program area, contract negations, and business services, with authority and accountability extending across major functions or large program areas.