

# Staff Services Manager Series

## California State Personnel Board Specification

Series established July 26, 1973

### Scope

This series specification describes three levels used throughout State service in the performance of a wide variety of fiscal, management, and staff services functions including such areas as personnel, budget, management analysis, administrative services, program evaluation and planning, and policy analysis and formulation. Incumbents in this series are typically subject-matter generalists who have demonstrated possession of the strong analytical skills, supervisory and/or managerial abilities, and personal qualifications to succeed in a broad range of fiscal, management, staff services, and related settings. Incumbents in this series are responsible for the effective resolution of a broad range of governmental, supervisory, and/or managerial problems. They conduct and/or review analytical studies and surveys; formulate procedures, policies, and program alternatives; make recommendations on a broad spectrum of administrative and program-related problems; review and analyze proposed legislation and advise management on its impact or potential impact; represent the State or a given department as assigned; and to do other related work.

This series is available for use in departments in California state service having technical fiscal, management, or technical staff services functions or units. Entry into the series is typically from the Associate Analyst level.

Schem Code	Class Code	Class
JY15	4800	Staff Services Manager I
JY12	4801	Staff Services Manager II (Supervisory)
JY10	4969	Staff Services Manager II (Managerial)
JY05	4802	Staff Services Manager III

### Factors Affecting Position Allocation

All Levels Factors that affect allocation to the Staff Services Manager I, II, and III levels include the extent of supervisory and management responsibility reporting relationship, complexity of assigned work, and impact of decisions on statewide programs. Staff Services Manager II (Managerial) allocations can only be made to this class if the position is designated managerial pursuant to Government Code 18801.1.

## Definition of Levels

### Staff Services Manager I

The Staff Services Manager I level is typically the first working supervisor level. Employees at this level supervise a small group of analysts performing journeyman level work and personally perform the most difficult or sensitive work. In the smaller departments or where the particular Staff Services function is not fully developed, a Staff Services Manager I may direct a function such as management analysis, budgeting, or personnel. In a medium to large department, or in a central agency function, positions at this level may supervise a portion of a function when it is so large as to require subordinate supervisors in terms of number of technical staff. On rare occasions, positions at this level may function as project leaders, coordinating the work of others through task force type organizations. This leadership role must be accompanied by a role as a highly skilled, independent consultant with the ability to act authoritatively in a functional specialty. Positions allocated to this level may be described by the following criteria:

- (a) In a small-to moderate-sized department, directs a fully developed Staff Services function such as personnel, fiscal, or management analysis.
- (b) In a medium size department, directs a developing Staff Services function.
- (c) Supervises a small group of professional or technical analysts through the Associate Analyst level with responsibility for a major subsection of a Staff Services function.
- (d) Functions as a recognized authority in an area of extreme sensitivity, with ongoing coordinating responsibility over other analysts in a sensitive area of a department's operation, usually on a task force or project basis.
- (e) Directs a variety of Staff Services functions in a very small department as Chief of Administrative Services.
- (f) Functions as a nonsupervisory staff specialist in a difficult and sensitive program development, policy, or coordination position.

### Staff Services Manager II (Supervisory)

This is the full supervisory level over analytical and administrative work. In most settings, persons at this level are in charge of a well established and fully developed Staff Services function in a moderate to large department. Positions at this level normally supervise a moderate to large number of technical staff and spend the majority of their time in supervisory activities as distinct from working level assignments. On rare occasions, positions at this level may function as nonsupervisory experts. Positions at the Staff Services Manager II level may be characterized by the following allocation criteria:

- (a) In a moderate to large size department, directs a fully developed Staff Services function characterized by the supervision of a moderate to large number of subordinate technical staff.
- (b) May supervise a small technical staff in a small-to medium-sized department in a specialized operation when one of the following criteria are met:

- (1) There is responsibility for a complex operation with multiple department influence.
- (2) There is responsibility for a complex operation that is central to a department's primary mission.
- (c) Supervises a large group of technical staff in a well defined and established departmental function, typically through subordinate supervisors.
- (d) Functions as a nonsupervisory expert in a position that meets all the following criteria:
  - (1) The function to be performed is critical to the department's basic mission.
  - (2) The level of expertise required is definably greater than that for any other supervisory position at this level in terms of both education and experience.
  - (3) The person proposed for the position has an established reputation in the area of expertise required.
- (e) In a small-to moderate-sized department, directs a variety of Staff Services functions as Chief of Administrative Services.

## Staff Services Manager II (Managerial)

This is the first management level over analytical and administrative work. Positions in this class have significant responsibilities for formulating or administering agency or departmental policies and programs. In most settings, persons at this level are in charge of a well established and fully developed Staff Services function in a moderate to large department. Positions at this level normally supervise a moderate to large number of technical staff and spend the majority of their time in supervisory and managerial activities as distinct from working level assignments. On rare occasions, positions at this level may function as nonsupervisory experts. Positions at the Staff Services Manager II level may be characterized by the following allocation criteria:

- (a) In a moderate to large size department, directs a fully developed Staff Services function characterized by the supervision of a moderate to large number of subordinate technical staff.
- (b) May supervise a small technical staff in a small-to medium-sized department in a specialized operation when one of the following criteria are met:
  - (1) There is responsibility for a complex operation with multiple department influence.
  - (2) There is responsibility for a complex operation that is central to a department's primary mission.
  - (c) Supervises a large group of technical staff in a well defined and established departmental function, typically through subordinate supervisors.
  - (d) Functions as a nonsupervisory expert in a position that meets all the following criteria:
    - (1) The function to be performed is critical to the department's basic mission.

- (2) The level of expertise required is definably greater than that for any other supervisory position at this level in terms of both education and experience.
- (3) The person proposed for the position has an established reputation in the area of expertise required.
- (e) In a small-to moderate-sized department, directs a variety of Staff Services functions as Chief of Administrative Services.

## Staff Services Manager III

Positions at this level have full management and supervisory responsibility in charge of a major Staff Services function, or functions, when it is so unusually large and complex as to require subordinate supervisors at the Senior level on a subfunctional or geographic basis. In those cases where the supervisory and management responsibility is minimum, it must be balanced out by responsibility for a function with multidepartmental or statewide impact requiring skills and knowledge at the highest level with responsibility for work of the most critical or sensitive nature as relates to a department's primary mission. Positions at this level are characterized by the following criteria:

- (a) Supervises a fully developed Staff Services function in a large department characterized by multiple intermediate supervisors at the Staff Services Manager II level and a large technical staff.
- (b) Functions as a full supervisor with responsibility for a moderate to large size technical staff in a highly specialized and complex operation when one of the following criteria are met:
  - (1) Responsibility for a highly complex Staff Services function with multidepartmental or servicewide impact.
  - (2) Responsibility for the major portion of a Staff Services function of the largest State departments, supervising a large staff through subordinate supervisors.
  - (c) In an agency setting, provides a high degree of expertise in developing major new programs of agency or servicewide scope.
  - (d) Provides a high level of assistance and expertise to an exempt director, executive officer, or Board member of a large, highly complex and sensitive department, in reaching organization goals, including responsibility for policy and program evaluation and recommendations often coupled with legislative liaison.
- (e) Has full responsibility for a variety of Staff Services functions in a medium size department as Chief of Administrative Services, administering the functions through intermediate function supervisors.

## Minimum Qualifications

### Staff Services Manager I

## Either I

One year of experience in the California state service performing analytical staff duties of a class with a level of responsibility not less than that of Associate Governmental Program Analyst.

(Applicants who have completed six months of service performing the duties as specified above will be admitted to the examination, but they must satisfactorily complete one year of this experience before they can be eligible for appointment.)

## Or II

Experience: Three years of increasingly responsible management, personnel, fiscal, planning, program evaluation, or related analytical experience beyond the trainee level which shall have included the preparation of reports and the presentation of recommendations to management, at least one year of which must have been in a full journeyman technical capacity. (Experience in the California state service applied toward this requirement must include one year performing the duties of a class with a level of responsibility not less than that of Associate Governmental Program Analyst.) (In appraising experience more weight will be given to the breadth of pertinent experience and the evidence of the candidate's ability to accept and fulfill increasing responsibilities than to the length of the experience.) and

Education: Equivalent to graduation from college. (Additional qualifying experience may be substituted for the required education on a year-for-year basis.)

## Staff Services Manager II

### Either I

One year of experience in the California state service performing the duties of a Staff Services Manager I.

### Or II

One year of experience in the California state service performing analytical staff duties of a class with a level of responsibility not less than that of Associate Governmental Program Analyst. and

Current employment in a class with a level of responsibility not less than that of Staff Services Manager I.

### Or III

Two years of experience in the California state service performing analytical staff duties of a class with a level of responsibility not less than that of Associate Governmental Program Analyst.

## Or IV

Experience: Four years of increasingly responsible management, personnel, fiscal, planning, program evaluation, or related analytical experience which shall have included the preparation of reports and the presentation of recommendations to management beyond the trainee level, at least one year of which must have been in a supervisory capacity. (Experience in the California state service applied toward this requirement must include one year performing the duties of a class with a level of responsibility not less than that of Staff Services Manager I.) (In appraising experience more weight will be given to the breadth of pertinent experience and the evidence of the candidate's ability to accept and fulfill increasing responsibilities than to the length of the experience.) and

Education: Equivalent to graduation from college. (Additional qualifying experience may be substituted for the required education on a year-for-year basis.)

## Staff Services Manager III

### Either I

One year of experience in the California state service performing the duties of a Staff Services Manager II (Supervisory) or Staff Services Manager II (Managerial).

### Or II

One year of experience in the California state service performing analytical staff duties of a class with a level of responsibility not less than that of Staff Services Manager II (Supervisory) or Staff Services Manager II (Managerial). and

Current employment in a class with a level of responsibility not less than that of Staff Services Manager II (Supervisory) or Staff Services Manager II (Managerial).

### Or III

Two years of experience in the California state service performing the duties of a Staff Services Manager I.

### Or IV

Experience: Five years of increasingly responsible management, personnel, fiscal, planning, program evaluation, or related analytical experience which shall have included the preparation of reports and the presentation of recommendations to management beyond the trainee level, at least two years of which must have been in a supervisory capacity. [Experience in the California state service applied toward this requirement must include two years performing the duties of a class with a level of responsibility not less than that of Staff Services Manager II (Supervisory) or Staff Services Manager II (Managerial).] (In appraising experience more weight will be given to the breadth of

pertinent experience and the evidence of the candidate's ability to accept and fulfill increasing responsibilities than to the length of the experience.) and

Education: Equivalent to graduation from college. (Additional qualifying experience may be substituted for the required education on a year-for-year basis.)

## Knowledge and Abilities

### All Levels:

Knowledge of: Principles, practices, and trends of public and business administration, including management and supportive staff services such as budget, personnel, management analysis, planning, program evaluation, or related areas; principles and practices of employee supervision, development, and training; program management; formal and informal aspects of the legislative process; the administration and department's goals and policies; governmental functions and organization at the State and local level; department's Affirmative Action Program objectives; and a manager's role in the Affirmative Action Program and the processes available to meet affirmative action objectives.

Ability to: Reason logically and creatively and utilize a variety of analytical techniques to resolve complex governmental and managerial problems; develop and evaluate alternatives; analyze data and present ideas and information effectively both orally and in writing; consult with and advise administrators or other interested parties on a wide variety of subject-matter areas; gain and maintain the confidence and cooperation of those contacted during the course of work; review and edit written reports, utilize interdisciplinary teams effectively in the conduct of studies; manage a complex Staff Services program; establish and maintain project priorities; develop and effectively utilize all available resources; and effectively contribute to the department's affirmative action objectives.

## Special Personal Requirements

### All Levels:

Demonstrated ability to act independently, open-mindedness, flexibility, and tact.

## Class History

Class	Date Established	Date Revised	Title Changed
Staff Services Manager I	07/26/1973	02/04/1981	--
Staff Services Manager II (Supervisory)	07/26/1973	04/17/1984	04/17/1984
Staff Services Manager II (Managerial)	04/17/1984		--
Staff Services Manager III	07/26/1973	04/17/1984	--

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