



COLORADO

Division of Human Resources

Department of Personnel
& Administration

JOB EVALUATION GLOSSARY

SYSTEM DEFINITIONS AND TERMS

STATE OF COLORADO

Department of Personnel and Administration
Division of Human Resources

Revised 2016

OCCUPATIONAL GROUP DEFINITIONS

The following terms contain the definitions and criteria used to structure the system by pay relationships into occupational groups, sub-groups, and class descriptions.

OCCUPATIONAL GROUP A grouping of jobs similar enough to be treated alike within the system. The primary standard for designation to a particular group is the kind of work generally performed. Other criteria are as follows:

1. The education and experience required for entry into the occupation;
2. The learning time typically required to move from entry to full performing level;
3. The labor market from which the candidates for positions are drawn;
4. The pay practices of the various occupations;
5. Advancement patterns in the occupations.

OCCUPATIONAL SUB-GROUPS The above groups are further broken down into sub-groups. They primarily serve technical administrative purposes such as class coding.

ENFORCEMENT AND PROTECTIVE SERVICES (A)

DEFINITION: These occupations perform services where peace officer status is granted by statute with the authority and duty to enforce criminal laws and are responsible for the prevention, detection, and investigation of crime. This group is concerned with the protection of persons and property against loss, injury, or disturbance resulting from criminal acts, accidents, and other hazards. Training and skill in the use of weapons are typically required. Positions in this group must satisfy requirements set forth in statute to carry out their commission and duties, and “shall or may” require certification by the Peace Officers Standards and Training (P.O.S.T.) Board as specified in statute. Police are in this class series and state patrol is in its own class series per statute.

NOTE: Occupations performing inspection or regulatory functions for the purpose of maintaining compliance with technical or professional standards, specifications, contracts, or civil code are not included in this occupational grouping. Additionally, those occupations that have peace officer status, but do not have a statutory P.O.S.T. Board certification requirement are not included in this occupational group. Such occupations are best evaluated in the occupational group containing their specific professions.

STATE PATROL (S)

DEFINITION: These occupations perform law enforcement work in the Colorado State Patrol. The purpose is to enforce the law to protect persons and property; detect and prevent criminal activity; and maintain order. Basic peace officer definitions are found in C.R.S. 16-2.5-114, with specific authorities found in their agency supporting statutes or delegations made by the executive director and shall require P.O.S.T. Board certification. The work involves enforcing laws and regulations; exercising powers of custody and arrest; restraining citizens suspected of unlawful behavior; detecting criminal activity; investigating complaints, incidents, and accidents; interviewing witnesses; gathering evidence; responding to emergencies and requests for assistance; providing traffic and crowd control; writing appropriate citations and reports; participating in special enforcement, inspection, or regulatory actions or investigations; and testifying in court proceedings. The agency may designate classes with paramilitary rank, such as Sergeant, Captain, and Major.

LABOR, TRADES AND CRAFTS (D)

DEFINITION: These occupations perform manual to skilled work in the construction, maintenance, and inspection of buildings, structures, grounds; equipment operation, fabrication, and/or maintenance of equipment; securing property or handling materials; or, for the basic needs, comfort, convenience, and hygiene of residents or clients in buildings and facilities used by state government. Higher levels require specialized skills and a comprehensive knowledge of the processes, equipment, and raw materials involved in the specific trade as acquired through training and/or experience. Included are supervisors and operating managers. Licensure, as prescribed by statute and/or certification may be required.

ADMINISTRATIVE SUPPORT (G)

DEFINITION: These occupations perform support work primarily concerned with the preparation, coding, transcription, systematization, preservation, and distribution of documents and records; storage and distribution of materials and supplies; operation of equipment to produce and duplicate written documents and audio/visual aids; operation of equipment to facilitate communications; collection of fees and debts; and sales transactions. The work involves various degrees of interpretation and application of instructions and guidelines where the primary emphasis is on processing of information, operating equipment to produce data and documents or to facilitate communication, or coordinating office activities, practices, and procedures. The work requires a combination of practical knowledge and skills generally gained through on-the-job training and/or relatively short training courses in a specific skill or equipment operation.

PROFESSIONAL & SUPERVISORY (H)

DEFINITION: These occupations perform professional and/or supervisory work concerned with the creative and conceptual application of theoretical and practical aspects of such fields as teaching, child care and education, life sciences, social sciences, law, art and entertainment, business, accounting, auditing, finance, investment, budgeting, physical, engineering, architecture, pharmacy, psychology, public health, rehabilitation, or veterinary medicine with decision making related to subject matter, duties, and consequence of action. Necessary knowledge is generally gained through completion of a specific baccalaureate degree,

specialized on-the-job training in addition to a liberal arts college degree, or equivalent specialized experience. These occupations perform specialized work as a direct extension of the profession by applying theories and principles of the professional area. Included are supervisors and operating managers. Licensure, certification, credential, or endorsement may be required, or as prescribed by statute.

INFORMATION TECHNOLOGY SERVICES (T)

DEFINITION: Classifications in this group advise on, administer, supervise, manage and/or perform professional and technical information technology and/or telecommunications work including programming, developing, modifying, analyzing, designing, testing and implementing information technology applications, programs and systems.

HEALTH CARE SERVICES (C)

DEFINITION: These occupations perform professional work concerned with the creative and conceptual application of theoretical and practical aspects of health care professions relating to humans or animals. Work involves care and treatment, prevention, intervention, or consultation in the fields of nursing, pharmacy, psychology, public health, rehabilitation, or veterinary medicine. Decision-making is related to the subject matter area, duties, and consequence of action. Necessary knowledge and training is generally gained through completion of a college/university degree. Some occupations are licensed to practice medicine and perform professional work concerned with the diagnosis, prevention, and treatment of disease or injury in the fields of medicine, dentistry, or psychiatry, where necessary knowledge and training is gained through a post-baccalaureate degree and appropriate internship/residency. Included are supervisors, administrators, medical instructors, consultants, researchers and operating managers. Licensure may be required as prescribed by statute.

OR

These occupations perform technical, specialized work directly related to the diagnosis, treatment, and care of human or animal patients. The work requires the application of technical principles and manual skills obtained through specialized technical post-secondary education or on-the-job training. Licensure or certification may be required as prescribed by statute.

PHYSICAL SCIENCE AND ENGINEERING (I)

DEFINITION: These occupations perform professional work concerned with the creative and conceptual application of theoretical and practical aspects of physical, engineering, or architectural sciences with decision making related to subject matter, duties, and consequence of action. Included are supervisors and operating managers.

OR

These occupations perform technical, specialized work as a direct extension of the profession and directly related to the end product by applying basic technical scientific theories and principles of the professional area in performing a limited scope or portion of the professional assignments.

TEMPORARY AIDE (P)

This class uses one level and describes seasonal, temporary positions that work for short periods of time, e.g., summer months, special events, or projects. The work can be any variety of assignments performed under close supervision and in support of programs, events, or projects. The aide also may be expected to attend a variety of educational seminars. Appointments to this class are limited to nine months out of a 12-month employment period. Because of the temporary nature of this class, positions are not eligible for benefits (except those required by law), salary survey increases, or performance awards.

FACTOR I: DECISION MAKING

DEFINITION: This factor measures the range and impact of decisions regularly made, from those dealing with the actual carrying out of decisions made at higher levels to those adapting the organization to new circumstances.

DEGREES: (use levels as a whole)

1. Defined. There is choice in selecting alternatives that affect the manner and speed but there is typically only one correct way to carry out the operation.
 - Limits are set by the prescribed operation.
 - Data can be numerous but are clear, unambiguous, and understandable.
 - Alternatives include choice of such things as speed, manner, proper tools and equipment, appropriate steps in the operation to apply, and priority or personal preference for organizing and processing the work. Requires logic to apply alternatives but choices do not affect the specified standards or end results.
 - Can be taught what to do and any deviation in the manner in which work is performed does not change the end result.

2. Operational. In carrying out the process, there is a choice as to what and how operations will be completed.
 - Limits are set by the specific process.
 - Data are numerous and variable.
 - Requires reasoning to produce practical courses of action within the established process.
Choices fall within the range of specified, acceptable standards, alternatives, and technical practices.

3. Process. There is choice in determining the process to accomplish the work. This choice includes designing the set of operations. Positions do not necessarily perform the operations.
 - Limits are set by professional standards; available technology and resources; and,

- program objectives and regulations established by a higher management level. The general pattern, program, or system exists but must be individualized.
- Data are complicated.
 - Requires analysis before alternatives can be determined. Analysis is breaking the problem or case into parts, examining these parts, and reaching conclusions that result in processes. This examination requires the application of known and established theory, principles, conceptual models, professional standards, and precedents in order to determine their relationship to the problem.
 - New processes or objectives require approval from a higher management level or the agency accountable for the program or system.
4. Interpretive. There is a choice in determining the tactical plans to achieve the objectives established by a higher management level. There is choice in establishing what processes are to be done, developing the budget, and developing the staffing patterns and work units in order to deploy staff. Establishes what is to be done in similar circumstances in the future. Included is inventing and changing systems and their guidelines that will be applied by others statewide.
- Limits are set by the strategic master plan and allocated human and fiscal resources. This is the first level not bound by operations and processes for making decisions.
 - Novel or unique situations produce uncertainties that must be addressed. Through deliberate analysis and experience with these unique situations, determines the systems, guidelines, and programs for the future.
5. Programmatic. In determining strategic plans, overall purpose, and staffing, there are choices in formulating or adjusting programs, specifying program objectives, and allocating human and fiscal resources among constituent programs. Determines what has been done, what can be done, proposals for long-term policy, and estimates of what new resources are required.
- Limits are set by organizational policy, general directives, overall goals and objectives, and allocated resources established at a higher policy-making level.
 - Strategic plans require integration with other programs in the overall plan. Decisions are made under conditions of uncertainty. Program, as used here, is defined by the mission of an agency or division as opposed to a segment or piece of a program, such as planning, program evaluation, etc.
 - Not concerned with the daily management but with longer-term strategic plans, overall purpose, and staffing.
- Note: Excluded are those applying a program that is controlled by another agency that has authority and accountability for it.

NOTE: There is one higher level of organizational decision making which is included for illustrative purposes only. It describes policy-making executives who are exempt from the state personnel system. They decide what the entire organization will or will not do. Within legal and economic constraints, they establish the scope, direction, overall goals, major programs, and limit the level of resources available to each program. Examples of this level include the legislature, governor, boards, commissions, executive directors, and presidents.

FACTOR II: COMPLEXITY

DEFINITION: This factor measures the nature of, and need for, analysis and judgment within the context of available guidelines, including written or verbal procedures, policies, regulations, references; precedents and practices; and methods and techniques of a profession.

DEGREES: (use levels as a whole)

1. Prescribed. Applies established, standard guidelines, which cover work situations and alternatives.
 - Chooses the correct action from learned, specified guidelines that permit little deviation or change as tasks are repeated.
 - Alternatives are clearly right or wrong at each step.
2. Patterned. Studies information to determine what it means and how it fits together in order to get practical solutions.
 - Guidelines exist for most situations.
 - Judgment is needed in locating and selecting the most appropriate guidelines that may change for varying circumstances as tasks are repeated. All alternatives at each step are correct but one is better than another depending on the given circumstances of the situation.
3. Formulative. Evaluates the relevance and importance of theories, concepts, and principles, and tailors them to develop a different approach or tactical plan to fit specific circumstances.
 - Guidelines exist but are inadequate.
 - Judgment and resourcefulness are needed because guidelines are relevant only through approximations or analogy to fit particular circumstances and to deal with emergencies.
4. Strategic. Develops guidelines to implement a program(s) that maintain the agency's mission.
 - Guidelines may not exist for all situations.
 - In directive situations, judgment and resourcefulness are needed to interpret circumstances in a variety of situations and establish guidelines that direct how a department/agency program will be implemented.
5. Unprecedented. Originates models, concepts, and theories that are new to the professional field AND where no prototype exists in state government.
 - Guidelines do not exist.
 - Judgment and resourcefulness are needed to develop new guidelines.

FACTOR III: LINE/STAFF AUTHORITY

DEFINITION: This factor measures the direct field of influence the work results have on the organization. Line authority is direct accountability for the quantity and quality of the work product of others by indicating what is to be done, by when, and how.

Staff authority describes those relatively rare positions that are required to function as a pacesetter in their profession. Such a position is acknowledged by peers as a leader in their field and management must recognize such a leader by delegating primary responsibility to recommend the direction of policy and programs. It is not a function of longevity or serving as a resource because of being the only one in the work unit, agency, or specialized field. It is more than performing the full range of problem solving and advising others on processes as a result of experience. There must be evidence that this authority or expertise is a critical part of the work assignment delegated by management to the position.

In general, a minimum of two, full-time equivalent positions (4160 hours per year as documented by time records) is required at the second degree and three, full-time equivalent positions (6240 hours per year as documented by time records) is required at the third degree and up. At least one of the subordinate positions must be in the same series or at a comparable conceptual level. The minimum number may increase for some occupations. The minimum number and level of positions supervised may be specified in the class description.

DEGREES:

1. Individual Contributor -- no supervisory accountability.
 - Positions may explain work processes and train others, serve as a resource or guide by advising others on how to use processes within a system, or serve as a member of a collaborative problem-solving team.
2. Work Leader -- partially accountable for the work product of others, including timeliness, correctness, and soundness.
 - Typical elements of direct control over other positions include assigning tasks, monitoring progress and workflow, checking the product, scheduling work, and establishing work standards.
 - Provide input into supervisory decisions made at the higher levels, including signing leave requests and approving work hours.

OR

Staff Authority -- influence is through direct impact within agency boundaries.

- Expert on the application of a program or system in a state agency or to its clients.
3. Unit Supervisor -- accountable, including signature authority, for actions and

decisions impacting the pay, status, and tenure of others.

- Elements must include providing documentation to support corrective and disciplinary actions, signing performance plans and appraisals, resolving informal grievances. Positions start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

OR

Senior Authority -- influence is through direct impact beyond the immediate principal department/agency.

- Designer of a statewide program or system and/or expert in a subject area for all state government.

4. Manager -- accountable for multiple units through the direct supervision of at least two subordinate Unit Supervisors.

- Elements must include providing documentation to support corrective and disciplinary actions, second level signature on performance plans and appraisals, resolving informal grievances. Positions start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

OR

Leading Authority -- influence is through direct impact beyond state boundaries.

- Recognized as a regional, national, or international expert.

5. Senior Manager -- accountable for multiple units through the direct supervision of at least two subordinate Managers.

Elements must include providing documentation to support corrective and disciplinary actions, second level signature on performance plans and appraisals, resolving informal grievances. Positions start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

Evaluator's Tips - Supervision

Supervision - Evaluating supervision is sometimes difficult. The first test of supervision is that it must be performed over employees of the organization. Independent contractors are not considered to be employees. While supervisors may have responsibility to oversee work accomplishment per a contract, they do not have authority over the pay, status or tenure of specific contracted individuals. That authority rests with the contracting firm.

Work-study students, inmates, and part-time subordinates should be counted towards the supervisory requirements of classes when the attendant work leader or supervisory duties are present on a permanent basis. Each case should be examined individually on its own particular assigned supervisory duties. In essence, the minimum threshold of duties required for full supervisory credit is that the supervisor must have some authority in the hiring, performance planning and evaluation, and disciplinary action on the assigned subordinates' pay, status, or tenure. Part-time subordinate positions should be added together to determine the number of full-time equivalent (FTE) positions supervised. Seasonal positions that are part of the year-to-year, normal, budgeted staffing pattern are also accumulated to compute the FTE supervised.

The class descriptions contain FTE thresholds in whole numbers that, as a minimum, must be met. There is no latitude provided for these minimums, i.e., 2.75 FTE cannot be rounded up to meet the 3.0 FTE minimum for unit supervisors. However, this does not preclude evaluators from considering other duties as "tradeoffs" in other factors when making the final allocation decision.

In cases where all of the subordinates are seasonal employees, we recommend that such supervisory positions not be allocated to a work leader or unit supervisor class, but that the supervisor be compensated via a temporary discretionary pay differential in accordance with those guidelines. This practice preserves the integrity of the supervisory classes in the job evaluation system. In cases where supervision of seasonal employees is more than temporary, the evaluator should apply their professional judgment and be consistent in the application. The Division of Human Resources can advise agency HR offices of the appropriate percentage of pay for this type of temporary pay differential.

GENERAL CONCEPTS

The focus is on the concept of staff authority in general. The nature of the occupation itself may cause confusion when considering staff authority. Thus, a comparison of the full operating v. general staff authority is used for illustration.

Full Operating	General Staff Authority		
<p>Practitioner. Work is typically on a case-by-case basis in a particular specialty, e.g., field, grant, study, specific or defined organism/population, behavior, etc. Adapt policy, rules, etc., as needed. Ensure compliance.</p> <p>Direct impact is on a portion of a department's program as it relates to the specific specialty or field. Indirect impact on broad program/policy direction, e.g., advise, input/suggestions, as requested.</p> <p>Resource to others. Explain or advise others on results, system and processes, concepts or theories. Serve on collaborative teams. Report results in both written and oral form. Train others. Represent management in meetings or on teams as a resource (not a policy maker).</p> <p>Defend individual actions/results. Testify to present information regarding work or facts in a case. Persuade others to support activity.</p> <p>Routinely requires creativity and independence. Develop work plans: identify the problem/issue, devise the process, define the sample, create the operating procedures/processes, and interpret results. Solve full range of complex problems as they arise.</p> <p>Greatest number of positions in a work unit should be at this fully experienced level, which carries out the ongoing business of the unit.</p> <p>Develop expertise in a specialty area or specific technology as a function of tenure. (Such horizontal growth is currently recognized by achievement pay and non-base incentives.)</p>	<p>Beyond expertise. Unique level, relatively rare -- "The Guru". Work units should not have (or need) many of these positions. Not the result of resource/advisor expected from fully operational professional. Not a substitution for the former multiple range or longevity practice. Not a reflection of an individual's personal experience, expertise, or achievements -- based on management's needs of the position.</p> <p>Must be delegated and authorized by department management in writing. At a minimum, requires the endorsement of and recognition by division management/appointing authority, e.g., <u>2nd</u> level supervisor or above, depending on a position's place in the organization.</p> <p>Characterized by management's routine reliance on essential consultation when deciding broad, critical program/policy direction. Non-contestable broad policy/program recommendations to management that are accepted as fact and not refuted on technical merit, but may not be acted for political or budgetary reasons.</p> <p>Directly impact the department's (division's) ongoing operation through overall/broad/general policy, program, or services as defined by the department's mission.</p> <p>Scope and level of direct impact on the department's program and mission is equivalent to or exceeds the supervisor exercising direct control over the program's work.</p> <p>Establish/develop effective and efficient strategies, guidelines, rules, etc., that impact overall/broad policy, program, level of service.</p> <p>Must be able to substantiate management's (inside or outside the department) ongoing reliance on such a broad level.</p>		
<ul style="list-style-type: none"> Department includes clients -- those who must abide/comply by a department's rules/requirements. Those who attend meetings as the department's representative do not necessarily meet the concept of a staff authority at any level. <p>Note: Department refers to a principle department or a higher education institution. Refer to the official class description for specific use of staff authority as there may be slight variations, e.g., IT professional series.</p> <p>Revised 2016</p>	<p>Staff Authority</p> <p>Direct authority is within department (includes clients*) on its broad program/policy direction.</p> <p>Department authority in adaptation/application of program/system (depth of knowledge).</p>	<p>Senior Authority</p> <p>Direct authority extends to management in other departments (not clients*) on their broad program/policy direction.</p> <p>Designer of system used by others in state government.</p>	<p>Leading Authority</p> <p>Direct authority extends to management in entities beyond state government (region/nation; not clients*) on their broad program/policy direction.</p> <p>Impact profession where specialties not unique to State's/department's setting.</p>

JOB EVALUATION SYSTEM TERMS

The following is a list of common words used throughout the job evaluation system and its documents, such as class descriptions, factor definitions, and personnel rule or procedure. NOTE: Some of the terms may have a more limited definition than the one in Personnel Rules and/or Director's Procedures. The definitions used here are only applicable to job evaluation.

AGENCY	Synonymous with department.
ANALYSIS	To separate into parts and examine them in relation to basic principles to determine how they fit together or the cause of a problem.
APPROACH	The method used in dealing with or accomplishing something, e.g., a logical approach to a problem.
ASSIGNMENT	The duties and responsibilities of a position that are assigned by proper authority.
CLASS	Group of positions similar enough in the essential character of duties and responsibilities that they describe the same job; others may describe a class in terms of common/required KSAs, similar minimum requirements and similar pay.
CLASS CODE	A unique six -character designation assigned to each class and used to identify that class in occupational listings
CLASS DESCRIPTION	A written description of a job or class of work which includes: the nature of work relating to standardized factors, features which distinguish the class from others, definitions, and the minimum preparation necessary to do the work.
CLASS SERIES	A group of classes that are of different levels but all engaged in one kind of work.
CONCEPT	An abstract notion or mental impression of an object; an idea or thought of what a thing or class of things is.
DEPARTMENT	As recognized by personnel rule, one of the 20 principal departments as defined in the Administrative Reorganization Act of 1968, as amended, including the agencies or higher education departments expressly defined by law or created by the head of a principal department with the approval of the governor.
DUTY	A service, function, or set of tasks assigned to a position.
ELEMENT	Smallest basic step that cannot be broken down further without analyzing separate motions and mental processes.
ENDS	A result or outcome; a goal toward which one strives.

ENFORCEMENT	Work involving the enforcement of criminal laws by the prevention, detection, and investigation of crime; concerned with the protection of persons and property against loss, injury, or disturbance resulting from criminal acts, accidents, and other hazards.
FACTOR	A common ruler or standard that jobs are evaluated against in order to establish the kind and level of work.
FUNCTION	Natural or proper action for which a work unit or mechanism is designed or used.
GENERAL DIRECTIVE	Synonymous with policy.
GUIDELINE	A broad rule or principle set forth as a guide for those who must choose a policy or course of action.
IMPACT	The direct effect of work results on state government.
IMPLEMENTING DECISIONS	Those decisions relating to the details, means, elements and operations used to accomplish work.
JOB	Responsibilities and duties that are sufficiently alike to justify being covered by a single class description.
JOB EVALUATION	A method or processes of measuring work content against one or more factors.
MANAGEMENT	<p>Work concerned with the formulation and execution of policies in the operation of major segments of the mission of the state agency; accountable for setting organizational policy and objectives, developing and approving the course of action for the organization, and controlling the organization through supervision of subordinates who direct various units.</p> <p>Program management is characterized by the following elements: (1) establishes program goals and provides direction to others to attain program objectives; (2) establishes and executes plans to achieve program mission; (3) develops or approves program guidelines, policies, rules, regulations; (4) develops an organizational structure and any required staffing to best meet program objectives; (5) develops or approves schedules, priorities, and standards for achieving program goals; (6) develops management systems to measure, evaluate, and improve program performances; (7) organizes, controls, and coordinates activities (internally or externally to the agency) to achieve program objectives and ensures various interrelated parts of a program are executed in an organized manner; (8) develops and defends budget requests to achieve program goals and is involved in fiscal planning and control as it pertains to program activities.</p>
MANNER	A method, practice, or routine; how work is organized to be more efficient; a regular way of doing work which is fixed by habit or

precedent.

MISSION	Broad or general value-laden terms defining what an organization wishes to accomplish in the long term -- the kind of product it intends to provide and how it intends to provide it. Details the reasons for the existence of the organization.
MODEL	A tentative description of a system or theory that accounts for all of its properties/effects; a pattern or standard to copy; a design used as a guide.
OBJECTIVE	Goal; the specified purpose toward which an endeavor is directed; something striven for.
OCCUPATION	Grouping of jobs or job classes within the organization that have similar kinds of work and responsibility requirements.
OCCUPATIONAL GROUP	Groups of occupations like enough to be treated similar for purposes like promotion and pay relationship structures
OCCUPATIONAL SUB-GROUP	Under Occupational Groups, two or more class series that have related or common work content.
OFFICE SUPPORT	Work involving interpretation and application of instructions and guidelines where the primary emphasis is on processing of information, operating equipment to produce data and documents or to facilitate communication, or coordinating office activities, practices, and procedures.
OPERATION	A particular course of action in carrying out a process (what, how, and when steps will be accomplished); a manner of proceeding where standardized completion is desired that usually affects more than one person; multiple operations equate to a process; syn. procedure.
ORGANIZATION	As used in this job evaluation system, equates to the entity of state government as a whole; not used to define smaller groups or units.
ORGANIZATIONAL GOALS AND OBJECTIVES	Translate the broadly developed mission into more specific, results-oriented statements for work units of the organization.
PHILOSOPHY	Describes the values of top management.
PLANNING DECISIONS	Those decisions related to establishing objectives, strategies, programmatic limits, and how to deploy/allocate resources.
POLICY	Broad guidelines for directing action to ensure proper and acceptable operations in working toward the mission. Sufficiently broad to relate to different actions and behaviors of various work units.
POSITION	Work responsibilities and duties assigned by an appointing authority to one employee. Set of responsibilities and duties that describe the work that must be done.

POSITION DESCRIPTION	The official document containing statements describing an individual position and approved by the supervisor and/or appointing authority. Commonly known as a PD.
POSITION NUMBER	A unique identification number used to identify positions in any personnel or payroll system.
PRECEDENT	An act or ruling that may be used as an example or rule for one coming later; a convention or custom.
PROCEDURE	A particular course of action for carrying out a process (what, how, and when steps will be accomplished); a manner of proceeding where standardized completion is desirable that usually affects more than one position; multiple procedures equate to a process; syn. operation.
PROCESS PROFESSIONAL	A series of procedures or operations that bring about an end result. Work concerned with the creative and conceptual application of theoretical and practical aspects of such fields as life, physical, and social sciences, law, medicine, engineering, public relations and writing, library and museum sciences, art and entertainment, teaching, computer sciences, business, etc., with decision making related to subject matter, duties, and consequence of action. Licensure may be a determining aspect.
PROGRAM	Broad ongoing undertaking requiring goals, objectives, policy, and procedures. A critical and essential program is characterized by: (1) major organizational endeavor, with a mission and goals, that fulfills statutory or executive intent and requirements; (2) defined principal service or function; (3) designated by executive level as critical and essential to the agency's mission.
PROJECT	Planned undertaking of experimental, short term, or research nature but not on an ongoing nature and of less scope than a program. Requires the focused application of human, fiscal, and real resources for a specified period of time in order to accomplish the goals and objectives of the project.
PROJECT MANAGER	The individual assigned by an appointing authority with the responsibility and authority to lead a project and accomplish the goals and objectives on time and within assigned resources (e.g., human, budgetary).
PROJECT MANAGEMENT	The process and methodologies used to lead human resources brought together to accomplish a specified set of goals and objectives within a specified time and budget.
REASONING	The power to think in a logical or sensible way.
REGULATION	Written expression of approved policy, standard, practice, procedure, or method to be observed by those performing the task.
RESPONSIBILITY	Direct accountability for certain activities.
SAPIENTIAL AUTHORITY	Based on recognized expertise in a subject area, a position which directly

and effectively influences the decisions or actions of others; but does not exercise direct control (structural authority).

STANDARD	Any rule, principle, or measure established as a means of determining quantity, value, and/or quality; something concrete setup as a rule or model by which other things are compared.
SPECIALITY AREA	A word or words used to denote distinct occupational areas within a particular class series.
STRATEGY	A plan of action applied to the conduct of operations; typically of a long-range nature.
STRUCTURAL AUTHORITY	Having direct control over others with the responsibility for hiring, evaluating, disciplining and firing subordinates; also includes the assignment and evaluation of work. Syn. supervision.
SUPERVISION	Accountability for the quality and quantity of the work of others <u>AND</u> includes decisions that affect the pay, status, and/or tenure of subordinates.
SYSTEM	A group of interacting, interrelated parts, elements, rules, or processes working together or connected to form an orderly plan or a whole; a network of structures and channels, as for communications or distribution.
TACTICAL	Pertaining to tactics which are techniques or scientific principles of securing the objective established by a strategy.
TECHNICAL	Work in support of professional levels by applying basic technical practices to solve practical problems not involving the application of theories; having to do with the practical, industrial, or mechanical arts or applied sciences.
TECHNIQUE	An individualized way of using tools and following rules in doing something; in professions, term is used to mean a systematic procedure to accomplish a scientific task.
THEORY	A system of assumptions, accepted principles, and rules of procedure devised to analyze, predict, or otherwise explain nature or behavior; a supposition put forward to explain something; a general principle on which art or science is based which explains how or why something happens.
TRADE/CRAFT	Work requiring special manual skills in the construction and maintenance of buildings, structures, and grounds relating to the basic needs, comfort, convenience, and hygiene of residents or clients in buildings.