



STATE OF COLORADO
JULY 2015

ADMINISTRATIVE ASSISTANT

G3A1IX TO G3A6XX

DESCRIPTION OF OCCUPATIONAL WORK

This class series uses six levels in the Administrative Services and Related Occupational Group and describes work in support of the business or operations in a variety of work units. Activities include the accurate and timely completion and processing of documents and information; scheduling; making reservations and accepting registrations or orders; reception and intake; record keeping and maintenance; meeting arrangements; dictation; transcription; document production, including typing and word processing; gathering, coding, computing, entering, verifying, and reporting data and information; sorting, weighing, picking-up, and delivering materials; ordering, issuing, and inventorying items; document duplication and information release; screening documents and supporting information to determine eligibility, authenticity, or identity; issuing, including selling, documents; monitoring exams and grading with an answer key; collecting, balancing, and depositing funds. The operation of office equipment as tools to facilitate the work is often required, such as copiers, fax machines, typewriters, personal computers or similar keyboards, sorters, printers, meters, etc. The work is performed in a variety of settings. The work ranges from basic support activities to office management.

INDEX: Administrative Assistant Intern begins on this page, Administrative Assistant I begins on page 2, Administrative Assistant II begins on page 4, Administrative Assistant III begins on page 7, Office Manager I begins on page 9, and Office Manager II begins on page 11.

ADMINISTRATIVE ASSISTANT INTERN

G3A1IX

CONCEPT OF CLASS

This class describes the entry level. Work is designed to train positions for a higher level in the class series. Although tasks are similar to those of the fully-operational level, assignments are structured and performed with direction and assistance from others. Positions carry out established work processes and operations by learning to apply and follow procedures, techniques, rules, and regulations. Once training has been completed, the position is to be moved to the next level. Positions should not remain in this class indefinitely.

ADMINISTRATIVE ASSISTANT I

G3A2TX

CONCEPT OF CLASS

This class describes the fully-operational administrative assistant. Positions in this level provide basic administrative support duties which may be limited to one activity or include a variety of basic support

activities. Tasks are performed within established and known systems, processes, and operations. Illustrations of the nature of work include, but are not limited to, any of the following: completing and processing forms; screening documents against set requirements, comparing them with established references, and verifying their accuracy and completeness to determine eligibility for admission or to issue licenses, certificates, permits, diplomas, or other official documents; scheduling business and client appointments, business meetings, hearings, exams, and rooms; making transportation, lodging, and meeting room reservations; taking registrations or orders; screening calls, taking messages, greeting clients, referring people; retrieving, sorting and sequencing, labeling, circulating, and purging files and their contents; composing, formatting, producing, proofing, and copying documents, including correspondence for others' signature according to detailed instructions; tracking the status of funds, documents, and actions; collecting and depositing fees, issuing receipts and refunds, and balancing figures on monthly reports; searching for, gathering, and verifying information and documents for reports; computing data such as leave balances, work and credit hours, dates, grade point averages, rankings, postage, billing charges, etc., and filling in predetermined object codes and account numbers on forms; sorting, weighing, metering or stamping, picking up, and delivering mail; placing orders with established vendors, verifying accuracy of shipments, issuing, and inventorying items, supplies, subscriptions, etc.

FACTORS

Allocation must be based on meeting all of the three factors as described below.

Decision Making -- The decisions regularly made are at the defined level, as described here. Within limits prescribed by the operation, choices involve selecting alternatives that affect the manner and speed with which tasks are carried out. For example, within the limits of systems and their operation, processes and procedures, and practices and established options, positions determine the speed, methods, and timing to efficiently complete assignments. As further illustration, positions determine the method to compile or retrieve data, complete forms that are missing information, determine the speed with which documents are produced, or resolve inconsistencies in data. These choices do not affect the standards or results of the operation itself because there is typically only one correct way to carry out the operation. For example, if the calculations are incorrect, the wrong code or software package command is used, the proper form for an action is not selected, or the inappropriate referral is made, it will result in a delay or error in the accurate and timely processing of documents and information.

In addition, positions in this level may recommend changes in procedures and forms, but do not have the authority to alter the operation itself. Alternatives include independent choice of such things as priority and personal preference for organizing and processing the work, proper tools or equipment, speed, and appropriate steps in the operation to apply. For example, positions prioritize work; develop their own organization and tracking methods such as record keeping routines, internal logs or spreadsheets, tickler files and reminder notices, and the routine for locating or tracing missing documents and information; choose the correct forms and steps to accurately process an action; decide which software package and format to use depending on the nature of the document to be produced; select from established vendors or carriers depending on the need for speed and the cost; and, determine the proper referral. By nature, the data needed to make decisions can be numerous but are clear and understandable so logic is needed

to apply the prescribed alternative. For example, in determining eligibility, the position may need to review numerous credentials and apply a variety of established requirements, criteria, and alternatives. Positions can be taught what to do to carry out assignments and any deviation in the manner in which the work is performed does not change the end result of the operation. For example, positions may select from established alternatives as instructed but the operation itself remains unchanged.

Complexity -- The nature of, and need for, analysis and judgment are prescribed, as described here. Positions apply established, standard guidelines which cover work situations and alternatives. For example, some of the guidelines available include computer systems and screens, processing procedures, forms, deadlines and schedules, routes, fee structures, formulas for calculations, filing and coding schemes, equipment capabilities and operating manuals, commands and manuals for software packages, regulations and rules, verbal and written instructions, proofreading symbols, publication and document formats and styles, quotas, dictionaries, directories, catalogs and articulation agreements, eligibility requirements and substitutions, approved vendors, and standards for accuracy. Action taken is based on learned, specific guidelines that permit little deviation or change as the task is repeated. For example, in many cases, the proper action is dictated by the task itself, such as the flow of visitors and phone calls, the proper operation of equipment, the use of software based on a specific type of application. Positions in this class solve problems, apply guidelines, and use processes that are stated and defined. Any alternatives to choose from are clearly right or wrong at each step. For example, the proper form and sequence of processing steps depend on the needed action, options selected are within clear and established alternatives, and formats and composition of documents are based on the author's instructions and request. While positions in this class perform work that involves multiple steps in a process, each step must be performed correctly or the process and its result will be inaccurate or may fail.

Line/Staff Authority -- The direct field of influence the work of a position has on the organization is as an individual contributor. The individual contributor may explain work processes and train others. The individual contributor may serve as a resource or guide by advising others on how to use processes within a system or as a member of a collaborative problem-solving team.

ADMINISTRATIVE ASSISTANT II

G3A3XX

CONCEPT OF CLASS

This class describes the third administrative assistant level. While the type of duties is similar to those performed by the Administrative Assistant I, the complexity of the job is different. The systems, operations, and processes are still established and defined but allow more flexibility and latitude in adapting practical approaches or routines for various situations. Not all circumstances are covered by established guidelines or they do not work so positions must improvise solutions and alternatives. Illustrations include, but are not limited to, positions that are authorized to make exceptions to eligibility requirements, quotas, and fees or charges; design work methods used by others; perform desk top publishing, including the design, layout, paste up, and editing of program documents; produce technical documents, such as scientific papers, use several software packages; release official information or documents that are legally confidential depending on the reason, requestor, and document requested; schedule facilities, such as class or conference rooms, by determining the eligibility of the event and

group; plan events by writing specific orders and compiling operating expense data, arranging the logistics and equipment, selecting menus and caterers, designing decorations, scheduling the site, locating selected presenters, setting reservation deadlines, and making transportation and lodging arrangements for participants; create and sign correspondence without prior instructions where the content varies based on the nature of issue being addressed; and, complete the forms to adjust or transfer funds as restrictions change or to cover shortages, and authorize expenditures for office supplies.

Although this class is primarily a non-supervisory class, some positions may be a work leader or working supervisor who participates in the same work as others in the unit and operates under the same established procedures and set deadlines or schedules. The only difference is the performance of supervisory elements, such as training, assigning and reviewing work, and scheduling, which are described exclusively in the Line/Staff Authority factor. This class differs from the Administrative Assistant I class on Complexity and may differ on Line/Staff Authority.

FACTORS

Allocation must be based on meeting all of the three factors as described below.

Decision Making -- The decisions regularly made are at the defined level, as described here. Within limits prescribed by the operation, choices involve selecting alternatives that affect the manner and speed with which tasks are carried out. For example, within the limits of systems and their operation, processes and procedures, and practices and established options, positions determine the speed, methods, and timing to efficiently complete assignments. As further illustration, positions determine the method to compile or retrieve data, complete forms that are missing information, determine the speed with which documents are produced, or resolve inconsistencies in data. These choices do not affect the standards or results of the operation itself because there is typically only one correct way to carry out the operation. For example, if the calculations are incorrect, the wrong code or software package command is used, the proper form for an action is not selected, or the inappropriate referral is made, it will result in a delay or error in the accurate and timely processing of documents and information. In addition, positions in this level may recommend changes in procedures and forms, but do not have the authority to alter the operation itself. These alternatives include independent choice of such things as priority and personal preference for organizing and processing the work, proper tools or equipment, speed, and appropriate steps in the operation to apply. For example, positions prioritize work; develop their own organization and tracking methods such as record keeping routines, internal logs or spreadsheets, tickler files and reminder notices, routine for locating or tracing missing documents and information, and the method to register participants; choose the correct forms and steps to accurately process an action; decide which software package and format to use depending on the nature of the document to be produced; select from established vendors or carriers depending on the need for speed and the cost; and, determine the proper referral. By nature, the data needed to make decisions can be numerous but are clear and understandable so logic is needed to apply the prescribed alternative. For example, in determining eligibility, the position may need to review numerous credentials and apply a variety of established requirements, criteria, and alternatives. Positions can be taught what to do to carry out assignments and any deviation in the manner in which the work is performed does not change the end result of the operation. For example, positions may select from established alternatives as instructed but the operation itself remains unchanged. In this class, the systems, operations, procedures, and processes

still exist and are defined.

Complexity -- The nature of, and need for, analysis and judgment are patterned, as described here. Positions study information on the nature of the problem in relation to needs, pre-established guidelines, and approved parameters to determine what it means and how it fits together in order to get practical solutions in the form of resolutions to problems or discrepancies, updated agreements and plans, and exceptions or alternatives. Some illustrations include positions that may define the commands to sample data or generate ad hoc reports; produce medical, legal, or scientific documents where there are conflicting style guidelines; produce documents where there are several software packages for the same type of application or a combination of software is needed in order to transfer between different types of packages; resolve master schedule or booking conflicts where clients have the same requirements and priority; and, create handouts to use and select topics to be covered when training or demonstrating the use of systems, forms and process, or equipment. Guidelines in the form of computer systems, processing procedures, forms, deadlines and schedules, routes, fee structures, formulas for calculations, filing and coding schemes, equipment capabilities and operating manuals, commands and manuals for software packages, regulations and rules, verbal and written instructions, publication and document styles, quotas, dictionaries, directories, catalogs and articulation agreements, eligibility requirements and substitutions, approved vendors, and standards for accuracy still exist for most situations. However, in this class, the guidelines allow more latitude because they conflict or are unclear and nonspecific. For example, positions may screen applications that do not match established categories and are not covered by articulation agreements, credit guides, and catalogs so it is necessary to search and combine other sources in order to determine the content and level of equivalencies. Judgment is needed in locating and selecting the most appropriate of these guidelines which may change for varying circumstances as the task is repeated. This selection and interpretation of guidelines involves choosing from alternatives where all are correct but one is better than another depending on the given circumstances of the situation.

Line/Staff Authority -- The direct field of influence the work of a position has on the organization is as an individual contributor. Although this is primarily a non-supervisory class, some positions may be work leaders or working supervisors. The individual contributor may explain work processes and train others. The individual contributor may serve as a resource or guide by advising others on how to use processes within a system or as a member of a collaborative problem-solving team.

OR

In the case of a work leader or working supervisor, the only difference with non-supervisory positions is the responsibility for the elements defined in this factor only. The work leader is partially accountable for the work product of two or more full-time equivalent positions, including timeliness, correctness, and soundness. At least one of the subordinate positions must be in the same series or at a comparable conceptual level. Typical elements of direct control over other positions by a work leader include assigning tasks, monitoring progress and work flow, checking the product, scheduling work, and establishing work standards. The work leader provides input into supervisory decisions, including signing leave requests and approving work hours. The working supervisor is accountable, including signature authority, for actions and decisions that directly impact the pay, status, and tenure of three or more full-time equivalent positions. At least one of the subordinate positions supervised must be in the

Administrative Assistant class series or at a comparable conceptual level. The elements of formal supervision must include providing documentation to support corrective and disciplinary actions, signing performance plans and appraisals, and resolving informal grievances. Positions start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

ADMINISTRATIVE ASSISTANT III

G3A4XX

CONCEPT OF CLASS

This class describes the fourth administrative assistant level. Positions in this level have the authority to design and implement, without prior approval, the general office and administrative operations to accomplish the unit's work. Work includes, but is not limited to, deciding what operations will be performed and how processes will be implemented; creating and revising office procedures and writing office procedure manuals, designing forms; establishing general office record systems and resource libraries, including content of files and publications, coding and maintenance schemes, circulation and retrieval, production, access, and disposal; compiling and formatting the content for program materials, such as annual reports and newsletters; accounting for the unit's allotted funds by authorizing (signing) operating expenditures for such things as office supplies, calculating estimated office operating expenses for the annual budget request; and, designing the physical layout of the unit's work area. Some positions in this class may function as work leaders who are partially accountable for the work product of at least two full-time equivalent positions. The factors in this class differ from those in the Administrative Assistant II class on Decision Making and possibly on Line/Staff Authority.

FACTORS

Allocation must be based on meeting all of the three factors as described below.

Decision Making -- The decisions regularly made are at the operational level, as described here. Within limits set by the specific process, choices involve deciding what operation is required to carry out the process. This includes determining how the operation will be completed. For example, positions in this level create and revise office procedures and write office procedure manuals, design forms and processing steps, and design general office record keeping systems. The operations designed by positions in this level do not require prior approval before implementation and are typically used by others in the work unit. By nature, data needed to make decisions are numerous and variable so reasoning is needed to develop the practical course of action within the established process. Choices are within a range of specified, acceptable standards, alternatives, and technical practices. For example, in compiling estimates of operating expenses and producing the annual budget request document, positions apply budget policy, process, rules, requirements on content and format, and estimating guidelines.

Complexity -- The nature of, and need for, analysis and judgment are patterned, as described here. Positions study cost, policy, system, and processing or logistical information to determine what it means and how it fits together in order to get practical solutions in the form of procedures, forms, work plans, and exceptions or alternatives to standards. Guidelines in the form of computer systems, processes, pricing or fee structures, equipment and software capabilities and manuals, regulations and rules, quotas, approved vendors, and standards exist for most situations. Judgment is needed in locating and selecting the most appropriate of these guidelines which may change for varying circumstances as the task is repeated. As an example, establishing exceptions or options to standards and processes is often dependent on the various scenarios encountered. This selection and interpretation of guidelines involves choosing from alternatives where all are correct but one is better than another depending on the given circumstances of the situation. For example, positions in this level may modify prices, schedules, and work plans to adjust for unforeseen situations.

Line/Staff Authority -- The direct field of influence the work of a position has on the organization is as an individual contributor or work leader. The individual contributor may explain work processes and train others. The individual contributor may serve as a resource or guide by advising others on how to use processes within a system or as a member of a collaborative problem-solving team.

OR

The work leader is partially accountable for the work product of two or more full-time equivalent positions, including timeliness, correctness, and soundness. At least one of the subordinate positions must be in the same series or at a comparable conceptual level. Typical elements of direct control over other positions by a work leader include assigning tasks, monitoring progress and work flow, checking the product, scheduling work, and establishing work standards. The work leader provides input into supervisory decisions made at higher levels, including signing leave requests and approving work hours. This level may include positions performing supervisory elements that do not fully meet the criteria for the next level in this factor.

OFFICE MANAGER I

G3A5XX

CONCEPT OF CLASS

This class describes the office manager. In addition to the type of duties described in the Administrative Assistant III, positions in this level are responsible for organizing and supervising all general support activities to ensure cost effective, efficient, and consistent operation of the work unit. Work includes monitoring work loads, flow, and the use of assigned resources; establishing office procedures, operations, and standards; and evaluating office production and quality. Positions are accountable for the work product of at least three full-time equivalent positions, including decisions that affect pay, status, and tenure. The factors in this class differ from those in the Administrative Assistant III on Line/Staff Authority only.

FACTORS

Allocation must be based on meeting all of the three factors as described below.

Decision Making -- The decisions regularly made are at the operational level, as described here. Within limits set by the specific process, choices involve deciding what operation is required to carry out the process. This includes determining how the operation will be completed. For example, positions in this level create and revise office procedures and write office procedure manuals, design forms and processing steps, and design general office record keeping systems, production goals and performance standards, work plans and priorities, and staffing levels for a work unit. The operations designed by positions in this level do not require prior approval before implementation. By nature, data needed to make decisions are numerous and variable so reasoning is needed to develop the practical course of action within the established process. For example, in developing work and resource usage plans or initiating cost reduction measures, positions commit the funds and staff of the work unit to a specific course of action. Choices are within a range of specified, acceptable standards, alternatives, and technical practices. For example, in compiling operating expense estimates and producing the annual budget request document, positions apply budget and purchasing policy, process, rules, requirements on content and format, and estimating or price guidelines.

Complexity -- The nature of, and need for, analysis and judgment are patterned, as described here. Positions study cost, policy, system, work load and flow, and processing or logistical information to determine what it means and how it fits together in order to get practical solutions in the form of procedures, forms, work plans, cost reduction measures, and production standards for the work unit. Guidelines in the form of systems, processes, pricing or fee structures, regulations and rules, quotas, and approved vendors exist for most situations. Judgment is needed in locating and selecting the most appropriate of these guidelines which may change for varying circumstances as the task is repeated. As an example, the authorization of any type of expenditure, use of overtime, or use of temporary personnel is often dependent on the specifics of the situation. This selection and interpretation of guidelines involves choosing from alternatives where all are correct but one is better than another depending on the given circumstances of the situation. For example, positions in this level may modify prices, schedules, resource usage, and work plans to adjust for unforeseen situations.

Line/Staff Authority -- The direct field of influence the work of a position has on the organization is as a unit supervisor. The unit supervisor is accountable, including signature authority, for actions and decisions that directly impact the pay, status, and tenure of three or more full-time equivalent positions. At least one of the subordinate positions must be in the Administrative Assistant II or III classes or a comparable conceptual level. The elements of formal supervision must include providing documentation to support recommended corrective and disciplinary actions, signing performance plans and appraisals, and resolving informal grievances. Positions start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

OFFICE MANAGER II

G3A6XX

CONCEPT OF CLASS

This class describes the office manager who is a second-level supervisor. In addition to the duties and responsibilities described by the Office Manager I class, positions in this level are accountable for the work of others through the supervision of at least two subordinate unit supervisors, including decisions that affect pay, status, and tenure. The factors in this class differ from those in the Office Manager I on Line/Staff Authority only.

FACTORS

Allocation must be based on meeting all of the three factors as described below.

Decision Making -- The decisions regularly made are at the operational level, as described here. Within limits set by the specific process, choices involve deciding what operation is required to carry out the process. This includes determining how the operation will be completed. For example, positions in this level create and revise office procedures and write office procedure manuals, design forms and processing steps, and design general office record keeping systems, production goals and performance standards, work plans and priorities, and staffing levels for the work units. The operations designed by positions in this level do not require prior approval before implementation. By nature, data needed to make decisions are numerous and variable so reasoning is needed to develop the practical course of action within the established process. For example, in developing work and resource usage plans or initiating cost reduction measures, positions commit the funds and staff of the work units to a specific course of action. Choices are within a range of specified, acceptable standards, alternatives, and technical practices. For example, in compiling operating expense estimates and producing the annual budget request document, positions apply budget and purchasing policy, process, rules, requirements on content and format, and estimating or price guidelines.

Complexity -- The nature of, and need for, analysis and judgment are patterned, as described here. Positions study cost, policy, system, work load and flow, and processing or logistical information to determine what it means and how it fits together in order to get practical solutions in the form of procedures, forms, work plans, cost reduction measures, and production standards for the work units. Guidelines in the form of systems, processes, pricing or fee structures, regulations and rules, quotas, and approved vendors exist for most situations. Judgment is needed in locating and selecting the most appropriate of these guidelines which may change for varying circumstances as the task is repeated. As an example, the authorization of any type of expenditure, use of overtime, or use of temporary personnel is often dependent on the specifics of the situation. This selection and interpretation of guidelines involves choosing from alternatives where all are correct but one is better than another depending on the given circumstances of the situation. For example, positions in this level may modify prices, schedules, resource usage, and work plans to adjust for unforeseen situations.

Line/Staff Authority -- The direct field of influence the work of a position has on the organization is as a second-level supervisor. The second-level supervisor must be accountable for multiple units through the direct supervision of at least two subordinate Unit Supervisors; and, have signature authority for actions and decisions that directly impact pay, status, and tenure. Positions supervised must be in the Office Manager I class or a comparable conceptual level. Elements of formal supervision must include providing documentation to support corrective and disciplinary actions, second-level signature on performance plans and appraisals, and resolving informal grievances. Positions start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

ENTRANCE REQUIREMENTS

Minimum entry requirements and general competencies for classes in this series are contained in the State of Colorado Department of Personnel web site.

For purposes of the Americans with Disabilities Act, the essential functions of specific positions are identified in the position description questionnaires and job analyses.

CLASS SERIES HISTORY

Updated – Removed purpose of contact 6/30/2015

Effective 11/1/00 (KKF). Specialty Areas (keyboarding and non-keyboarding) removed. Published as proposed 8/31/00.

Effective 9/1/93 (KKF). Job Evaluation System Revision project. Published as proposed 5/25/93.

Revised 9/1/88. Revised concept of Technical Transcriber (A2314).

Revised 7/1/88. Changed key class for Technical Transcriber (A2314).

Revised 7/1/87. Created Supervising Nutrition Technician (A5804).

Revised 7/1/85. Changed grade of Technical Transcriber (A2314). Created Information Processing Equipment Operator (A2764-A2766).

Revised 7/1/84. Changed title of Clerical Assistant C (A2303); grade and distinguishing factors on Clerical Assistant A-B (A2301-2302); title, grade, relationship, options, entrance requirements for Administrative Clerk series (A2306-2308); relationship for Administrative Stenographers (A2322-A2323) and Secretaries (A2324-2426).

Revised 7/1/83. Changed title, entrance requirements, and deleted C range for Medical Records Assistant I and II (A5713-5716).

Revised 7/1/82. Changed title and created the A range for Academic Credential Evaluators (A2306-A2037); changed title, grade, relationship, and entrance requirements on Patient Service Coordinators (A2201-A2204); grade and relationship on Clerical Supervisor I and II.

Revised 7/1/81. Created the Word Processing Operators, including the A and B ranges, Senior, and Supervisor (A2046-A2049).

Revised 7/1/80. Changed relationship on Patient Service Coordinator (A2201-A2203); class code and title on Clerical Assistant (A2301-2302) and created the C (A2303); class code and title on Typist (A2311-2312); code, title, and grade on Administrative Clerks (A2306-A2308); code, title, and relationship on Technical Transcriber (2314); created the Administrative Stenographers (A2322-2323); created the Clerical Supervisor III (A2332); code, grade, entrance requirements on Clerical Supervisor I and II (A2328-A2330); grade and relationship on Medical Records Assistant I (A5713-A5714); and relationship on Medical Records Assistant II (A5716); code, title, relationship on Secretaries (A2324-A2326).

Revised 11/1/78. Changed entrance requirements for Medical Records Assistant I (A5714).

Revised 7/1/78. Changed code, title, grade, examples of work, entrance requirements on Medical Records Assistant (A5713-A5714); title on Medical Records Assistant II (A5716).

Revised 12/1/76. Changed entrance requirements on Clerical Supervisor II (2330).

Created 1/1/75. Academic Credentials Evaluator (A2037) and Senior (A2308); Patient Services Coordinator I and II (A2201-A2203); Clerical Assistant (A2301-A2303); Administrative Clerk and Senior (A2306-A2308); Typist (A2311-A2312); Technical Transcriber (A2314); Secretary and Senior (A2325); Clerical Supervisor I and II (A2328-A2330); Medical Records Assistant I and II (A5713-A5716).

SUMMARY OF FACTOR RATINGS

Class Level	Decision Making	Complexity	Line/Staff Authority
Administrative Assistant Intern	na	na	na
Administrative Assistant I	Defined	Prescribed	Indiv. Contributor
Administrative Assistant II	Defined	Patterned	Indiv. Contributor, Work Leader, or Unit Supervisor
Administrative Assistant III	Operational	Patterned	Indiv. Contributor or Work Leader
Office Manager I	Operational	Patterned	Unit Supervisor
Office Manager II	Operational	Patterned	Manager

ISSUING AUTHORITY: Colorado Department of Personnel/General Support Services