



STATE OF COLORADO

CLASS SERIES DESCRIPTION

July 30, 2008

GENERAL PROFESSIONAL

H6G1IX TO H6G8XX

DESCRIPTION OF OCCUPATIONAL WORK

This class series uses eight levels in the Professional Services Occupational Group and describes professional assignments. Professional work is analytical and evaluative in nature. Decisions require the creative and conceptual application of theory and principles of a professional occupational field. A professional field is one in which knowledge is gained by completion of an advanced course of study resulting in a college degree or equivalent specialized experience. The professional nature of the work and the factors determine the level within this series.

The first seven classes in this series also include business project management assignments. Business project managers focus on completing long-term projects in a variety of programs for the State with emphasis on fulfilling the business needs and requirements. Positions at the higher levels require extensive certified competencies in managing financial and technical aspects of large multi-million dollar projects under the direct supervision of managers or executives. Project analysts providing support to the business project or program managers are also included within the professional assignments covered by this class series.

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GENERAL PROFESSIONAL I

H6G1IX

CONCEPT OF CLASS

This class describes the entry or clearly defined level. Entry-level positions perform tasks that are structured and designed to provide training and experience. Tasks are performed under direct supervision and detailed

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instruction and guidance is received. Employees in this class learn to apply theories and principles of the professional field. Positions used for training purposes do not remain at this level indefinitely. Business project managers in training may be included in this class.

Clearly defined assignments are where the position follows established work processes and procedures. Positions operate within standard processes and alternatives that are known and any deviation from such requires prior approval. These assignments will not move beyond this level.

FACTORS

Allocation must be based on meeting all of the four 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. 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. 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. 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. 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.

Complexity -- The nature of, and need for, analysis and judgment is prescribed, as described here. Positions apply established, standard guidelines that cover work situations and alternatives. Action taken is based on learned, specific guidelines that permit little deviation or change as the task is repeated. Any alternatives from which to choose are clearly right or wrong at each step.

Purpose of Contact -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of any of the following:

Exchanging or collecting information with contacts. This involves giving learned information that is readily understandable by the recipient or collecting factual information in order to solve factual problems, errors, or complaints.

Detecting, discovering, exposing information, problems, violations or failures by interviewing or investigating where the issues or results of the contact are not known ahead of time.

Advising, counseling, or guiding the direction taken to resolve complaints or problems and influence or correct actions or behaviors.

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. This level may include positions

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performing supervisory elements that do not fully meet the criteria for the next level in this factor. Note: some positions may lead or supervise others; however, those subordinate positions are not professionals so the position does not meet all the criteria for a higher level of Line/Staff Authority in this class series.

GENERAL PROFESSIONAL II

H6G2TX

CONCEPT OF CLASS

This class describes the intermediate level. Positions operate independently in performing assignments that are limited to phases of a fully operational professional assignment or which may be designed to provide continued training and experience. Work requires determining solutions to practical problems using specified professional standards and established criteria. Judgment is used to select and apply existing guidelines to solve problems and accomplish the assignment. Business project managers in training may also be included in this class. This class differs from the General Professional I on Decision Making and Complexity. Some assignments will not move beyond this level.

FACTORS

Allocation must be based on meeting all of the four 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. 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.

Complexity -- The nature of, and need for, analysis and judgment is patterned, as described here. Positions study technical information to determine what it means and how it fits together in order to get practical solutions to problems and tasks. Guidelines in the form of specified processes, techniques, and methods 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. 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.

Purpose of Contact -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of any of the following:

Detecting, discovering, exposing information, problems, violations or failures by interviewing or investigating where the issues or results of the contact are not known ahead of time.

Advising, counseling, or guiding the direction taken to resolve complaints or problems and influence or correct actions or behaviors.

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Clarifying underlying rationale, intent, and motive by educating others on unfamiliar concepts and theories or marketing a product or service. This goes beyond what has been learned in training or repeating information that is available in another format.

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. This level may include positions performing supervisory elements that do not fully meet the criteria for the next level in this factor. Note: some positions may lead or supervise others; however, those subordinate positions are not professionals so the position does not meet all the criteria for a higher level of Line/Staff Authority in this class series.

GENERAL PROFESSIONAL III

H6G3XX

CONCEPT OF CLASS

This class describes the fully operational professional. Positions operate independently in performing the full range of professional tasks. Work requires the use of discretion and creativity within limits of theory and principles of the profession; management's program objectives; law and regulations; and, general systems and guidelines. Judgment is used in the adaptation and skilled application of guidelines to solve the full range of problems related to the assignment. An employee in this class must anticipate and analyze the impact and consequences of decisions made. Positions may serve as a resource to others or a specialist in the professional field.

Professional (certified) business project management involves working directly with executive management, business managers and project staff in project management; and leadership and administration of budgets, schedules, and project performance. Responsibilities may include project documentation, monitoring and reporting project spending and status, tracking accomplishments versus operational requirements, resolving issues and change initiatives, risk analysis, contract oversight, and deliverables. Positions also assist with planning and resolving logistical and inter-department needs.

This class differs from the General Professional II on Decision Making, Complexity and possibly Purpose of Contact. Some assignments will not move beyond this level.

FACTORS

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

Decision Making -- The decisions regularly made are at the process level, as described here. Within limits set by professional standards, the agency's available technology and resources, and program objectives and regulations established by a higher management level, choices involve determining the process, including designing the set of operations. The general pattern, program, or system exists but must be individualized.

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This individualization requires analysis of data that is complicated. Analysis is breaking the problem or case into parts, examining these parts, and reaching conclusions that result in work 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 of higher management or the agency with authority and accountability for the program or system.

Complexity -- The nature of, and need for, analysis and judgment is formulative, as described here. Positions evaluate the relevance and importance of theories, concepts, and principles in order to tailor them to develop a different approach or plan to fit specific circumstances. While general policy, precedent, or non-specific practices exist, they are inadequate and are therefore relevant only through approximation or analogy. In conjunction with theories, concepts, and principles, positions use judgment and resourcefulness in tailoring the existing guidelines so they can be applied to particular circumstances and to deal with emergencies.

Purpose of Contact -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of any of the following:

Detecting, discovering, exposing information, problems, violations or failures by interviewing or investigating where the issues or results of the contact are not known ahead of time.

Advising, counseling, or guiding the direction taken to resolve complaints or problems and influence or correct actions or behaviors.

Clarifying underlying rationale, intent, and motive by educating others on unfamiliar concepts and theories or marketing a product or service. This goes beyond what has been learned in training or repeating information that is available in another format.

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. This level may include positions performing supervisory elements that do not fully meet the criteria for the next level in this factor. For example, some positions may lead or supervise others; however, those subordinate positions are not professionals so the position does not meet all the criteria for a higher level of Line/Staff Authority in this class series.

GENERAL PROFESSIONAL IV

H6G4XX

CONCEPT OF CLASS

This class describes the work or project leader or the staff authority. Work leaders exercise some control over the continual work product of others. Project leaders do so on an ongoing project basis where the

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projects are critical to the agency's mission and fundamental business operations. Staff authorities possess a unique level of knowledge and expertise in a professional field that is needed by the agency to support its overall mission. Agency management routinely relies on the essential consultation of the authority before deciding broad, critical program and policy direction. The consultation provided is accepted as fact and not refuted on its technical merit, even if management does not act on it for political or budgetary reasons. Staff authorities are authorized to take action and issue expert opinions that provide direction for further action by others. Authorities design strategy, systems, processes, guidelines, rules, and standards that are mission critical and directly impact the agency's ongoing operation and broad program or policy. Staff authority is delegated by agency management, beyond the immediate supervisor, and has direct influence and impact agency-wide, including clients.

Professional (certified) business project management involves working directly with executive management, business managers and project staff in project management; and leadership and administration of budgets, schedules, and project performance. Responsibilities may include project documentation, monitoring and reporting project spending and status, tracking accomplishments versus operational requirements, resolving issues and change initiatives, risk analysis, contract oversight, and deliverables. Positions also assist with planning and resolving logistical and inter-agency needs.

This class differs from the General Professional III on Line/Staff Authority and possibly Complexity and Purpose of Contact.

FACTORS

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

Decision Making -- The decisions regularly made are at the process level, as described here. Within limits set by professional standards, the agency's available technology and resources, and program objectives and regulations established by a higher management level, choices involve determining the process, including designing the set of operations. The general pattern, program, or system exists but must be individualized. This individualization requires analysis of data that is complicated. Analysis is breaking the problem or case into parts, examining these parts, and reaching conclusions that result in work 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 of higher management or the agency with authority and accountability for the program or system.

Complexity -- The nature of, and need for, analysis and judgment is formulative, as described here. Positions evaluate the relevance and importance of theories, concepts, and principles in order to tailor them to develop a different approach or plan to fit specific circumstances. While general policy, precedent, or non-specific practices exist, they are inadequate and are therefore relevant only through approximation or analogy. In conjunction with theories, concepts, and principles, positions use judgment and resourcefulness in tailoring the existing guidelines so they can be applied to particular circumstances and to deal with emergencies.

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OR

The nature of, and need for, analysis and judgment is strategic, as described here. Positions develop guidelines to implement a program that maintains the agency's mission. Guidelines do not exist for most situations. In directive situations, positions use judgment and resourcefulness to interpret circumstances in a variety of situations and establish guidelines that direct how a departmental/agency program will be implemented.

Purpose of Contact -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of any of the following:

Detecting, discovering, exposing information, problems, violations or failures by interviewing or investigating where the issues or results of the contact are not known ahead of time.

Advising, counseling, or guiding the direction taken to resolve complaints or problems and influence or correct actions or behaviors.

Clarifying underlying rationale, intent, and motive by educating others on unfamiliar concepts and theories or marketing a product or service. This goes beyond what has been learned in training or repeating information that is available in another format.

Negotiating as an official representative of one party in order to obtain support or cooperation where there is no formal rule or law to fall back on in requiring such action or change from the other party. Such negotiation has fiscal or programmatic impact on an agency. In reaching settlements or compromises, the position does not have a rule or regulation to enforce but is accountable for the function.

Defending, arguing, or justifying an agency's position in formal hearings or court where the position is an official representative of one party.

Line/Staff Authority -- The direct field of influence the work of a position has on the organization is as a work/project leader or staff authority. The work/project 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 a professional level in the same series or at a comparable conceptual level. Typical elements of direct control over other positions by a work/project leader include assigning tasks, monitoring progress and workflow, checking the product, scheduling work, and establishing work standards. The work/project 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.

OR

The staff authority is a pacesetter who has a unique level of technical expertise in a field or profession that, as part of the ongoing permanent assignment, is critical to the success of an agency. It is an essential component of the work assignment that has been delegated by management to the position. This authority

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directly influences management decisions within an agency. For example, management relies on such a position when making decisions regarding the direction that policy or a program should take in the staff authority's field of expertise. Managers and peers recognize and seek this level of technical guidance and direction regarding the application of a program or system within the agency or to its clients.

GENERAL PROFESSIONAL V

H6G5XX

CONCEPT OF CLASS

This class describes the unit supervisor or senior authority. Supervisors exercise direct, formal control over others. Senior authorities possess a unique level of knowledge and expertise in a professional field that is needed by the agency to support its overall mission. Agency management routinely relies on the essential consultation of the authority before deciding broad, critical program and policy direction. The consultation provided is accepted as fact and not refuted on its technical merit, even if management does not act on it for political or budgetary reasons. Senior authorities are authorized to take action and issue expert opinions that provide direction for further action by others. Authorities design strategy, systems, processes, guidelines, rules, and standards that are mission critical and directly impact the agency's ongoing operation and broad program or policy. Senior authority is delegated by agency management, beyond the immediate supervisor, and has direct influence and impact outside the agency to others in state government. This class differs from the General Professional IV on Line/Staff Authority and possibly Complexity and Purpose of Contact.

Professional (certified) business project management involves working directly with executive management, business managers and project staff in project management; and leadership and administration of budgets, schedules, and project performance. Responsibilities may include project documentation, monitoring and reporting project spending and status, tracking accomplishments versus operational requirements, resolving issues and change initiatives, risk analysis, contract oversight, and deliverables. Positions also are responsible for planning and resolving logistical and inter-agency needs.

FACTORS

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

Decision Making -- The decisions regularly made are at the process level, as described here. Within limits set by professional standards, the agency's available technology and resources, and program objectives and regulations established by a higher management level, choices involve determining the process, including designing the set of operations. The general pattern, program, or system exists but must be individualized. This individualization requires analysis of data that is complicated. Analysis is breaking the problem or case into parts, examining these parts, and reaching conclusions that result in work 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 of higher management or the agency with authority and accountability for the program or system.

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Complexity -- The nature of, and need for, analysis and judgment is formulative, as described here. Positions evaluate the relevance and importance of theories, concepts, and principles in order to tailor them to develop a different approach or plan to fit specific circumstances. While general policy, precedent, or non-specific practices exist, they are inadequate and are therefore relevant only through approximation or analogy. In conjunction with theories, concepts, and principles, positions use judgment and resourcefulness in tailoring the existing guidelines so they can be applied to particular circumstances and to deal with emergencies.

OR

The nature of, and need for, analysis and judgment is strategic, as described here. Positions develop guidelines to implement a program that maintains the agency's mission. Guidelines do not exist for most situations. In directive situations, positions use judgment and resourcefulness to interpret circumstances in a variety of situations and establish guidelines that direct how a departmental/agency program will be implemented.

Purpose of Contact -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of any of the following:

Detecting, discovering, exposing information, problems, violations or failures by interviewing or investigating where the issues or results of the contact are not known ahead of time.

Advising, counseling, or guiding the direction taken to resolve complaints or problems and influence or correct actions or behaviors.

Clarifying underlying rationale, intent, and motive by educating others on unfamiliar concepts and theories or marketing a product or service. This goes beyond what has been learned in training or repeating information that is available in another format.

Negotiating as an official representative of one party in order to obtain support or cooperation where there is no formal rule or law to fall back on in requiring such action or change from the other party. Such negotiation has fiscal or programmatic impact on an agency. In reaching settlements or compromises, the position does not have a rule or regulation to enforce but is accountable for the function.

Defending, arguing, or justifying an agency's position in formal hearings or court where the position is an official representative of one party.

Line/Staff Authority -- The direct field of influence the work of a position has on the organization is as a unit supervisor or senior authority. The unit supervisor is accountable, including signature authority, for actions and decisions that directly impact pay, status, and tenure of three or more full-time equivalent positions. At least one of the subordinate positions must be a professional level in the same series or at 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

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resolving informal grievances. Positions start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

OR

The senior authority is a pacesetter who has a unique level of technical expertise in a field or profession that, as part of the ongoing permanent assignment, is critical to the success of an agency. It is an essential component of the work assignment that has been delegated by management to the position. This authority directly influences management decisions beyond the agency. Managers and peers seek this level of technical guidance and direction as the designer of a statewide system or in a subject area for other areas of state government. Managers and peers, both internally and externally to the agency, rely on this pacesetter when making decisions regarding the direction that policy, programs, and systems should take in the pacesetter's field of expertise.

GENERAL PROFESSIONAL VI

H6G6XX

CONCEPT OF CLASS

This class describes the first-level of program supervision, including the unit supervisor or any one of the three levels of staff authority who meets the factors identified below for this class. Program supervisors manage the daily operation of a work unit. Positions determine the annual business plans that integrate with the agency's mission and goals, determine implementation policies and guidelines, develop budgets, establish staffing and directly control the work of others. Work involves directing the implementation of policies, rules, and regulations. Staff, senior, and leading authorities possess a unique level of knowledge and expertise in a professional field that is needed by the agency to support its overall mission. Management, inside and/or outside of the agency, routinely relies on the essential consultation of the authority before deciding broad, critical program and policy direction. The consultation provided is accepted as fact and not refuted on its technical merit, even if management does not act on it for political or budgetary reasons.

Authorities are authorized to take action and issue expert opinions that provide direction for further action by others. Authorities design strategy, systems, processes, guidelines, rules, and standards that are mission critical and directly impact the agency's ongoing operation and broad program or policy. Staff, senior, and leading authority is delegated by agency management, beyond the immediate supervisor, and has direct influence and impact within or beyond the agency depending on the level of authority delegated to a position. This class differs from the General Professional V on Decision Making and possibly Complexity, Purpose of Contact and Line/Staff Authority.

Professional (certified) business program management involves working directly with executive management and business managers, and overseeing project staff in project management, leadership and administration of budgets, schedules, and project performance. Responsibilities may include multiple project documentation, monitoring and reporting project spending and status, tracking accomplishments versus operational requirements, resolving issues and change initiatives, risk analysis, contract oversight, and deliverables. Positions also manage logistical and inter-agency needs.

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FACTORS

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

Decision Making -- The decisions regularly made are at the interpretive level, as described here. Within limits of the strategic master plan and allocated human and fiscal resources, choices involve determining tactical plans to achieve the objectives established by the highest management level. This involves establishing what processes will be done, developing the budget, and developing the staffing patterns and work units in order to deploy staff. This level includes inventing and changing systems and guidelines that will be applied by others statewide. For example, authorities design the strategy, system, process, guidelines, rules and standards that are used by others in state government. While an authority may not directly supervise staff or a budget, such a position is often involved in formulation of budgets and staffing patterns as part of the design of a system. By nature, this is the first level where positions are not bound by processes and operations in their own programs as a framework for decision making and there are novel or unique situations which cause uncertainties that must be addressed at this level. Through deliberate analysis and experience with these unique situations, the manager or expert determines the systems, guidelines, and programs for the future.

Complexity -- The nature of, and need for, analysis and judgment is formulative, as described here. Positions evaluate the relevance and importance of theories, concepts, and principles in order to tailor them to develop a different approach or plan to fit specific circumstances. While general policy, precedent, or non-specific practices exist, they are inadequate and are therefore relevant only through approximation or analogy. In conjunction with theories, concepts, and principles, positions use judgment and resourcefulness in tailoring the existing guidelines so they can be applied to particular circumstances and to deal with emergencies.

OR

The nature of, and need for, analysis and judgment is strategic, as described here. Positions develop guidelines to implement a program that maintains the agency's mission. Guidelines do not exist for most situations. In directive situations, positions use judgment and resourcefulness to interpret circumstances in a variety of situations and establish guidelines that direct how a departmental/agency program will be implemented.

OR

For a leading authority, the nature of, and need for, analysis and judgment is unprecedented, as described here. Positions originate models, concepts, and theories that are new to the professional field **AND** where no prototype exists in state government. At the leading edge, guidelines do not exist so judgment and resourcefulness are needed to develop them.

Purpose of Contact -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of any of the following:

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Clarifying underlying rationale, intent, and motive by educating others on unfamiliar concepts and theories or marketing a product or service. This goes beyond what has been learned in training or repeating information that is available in another format.

Negotiating as an official representative of one party in order to obtain support or cooperation where there is no formal rule or law to fall back on in requiring such action or change from the other party. Such negotiation has fiscal or programmatic impact on an agency. In reaching settlements or compromises, the position does not have a rule or regulation to enforce but is accountable for the function.

Defending, arguing, or justifying an agency's position in formal hearings or court where the position is an official representative of one party.

Line/Staff Authority -- The direct field of influence the work of a position has on the organization is as a unit supervisor or one of the levels of staff authority. The unit supervisor is accountable, including signature authority, for actions and decisions that directly impact pay, status, and tenure of three or more full-time equivalent positions. At least one of the subordinate positions must be a professional level in the same series or at 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.

OR

The staff, senior, or leading authority is a pacesetter who has a unique level of technical expertise in a field or profession that, as part of the ongoing permanent assignment, is critical to the success of an agency. It is an essential component of the work assignment that has been delegated by management to the position. This authority directly influences management decisions within the agency (staff), within state government agencies (senior), or in the profession itself outside of state government (leading). Management relies on such a position when making decisions regarding the direction that policy or a program should take in the staff authority's field of expertise. Managers and peers recognize and seek this level of technical guidance and direction regarding the application of a program or system within the agency or to its clients, as the designer of a statewide system or in a subject area for other areas of state government, or as a consultant to management regionally or nationally. Managers and peers, internally (staff) or externally to the agency (senior) or state (leading) rely on this pacesetter when making decisions regarding the direction that policy, programs, and systems should take in the pacesetter's field of expertise.

GENERAL PROFESSIONAL VII

H6G7XX

CONCEPT OF CLASS

This class describes the second-level program supervisor. Positions manage the daily operation of multiple work units through subordinate professional program supervisors. Positions determine the annual business plans that integrate with the agency's mission and goals, determine implementation policies and guidelines, develop budgets, establish staffing and directly control the work of others as a second-level supervisor. Work

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involves directing the implementation of policies, rules, and regulations. This class differs from the General Professional VI on Line/Staff Authority and possibly Complexity.

Professional (certified) business program management involves working directly with executive management and business managers, and overseeing project staff in project management, leadership and administration of budgets, schedules, and project performance. Responsibilities may include multiple project documentation, monitoring and reporting project spending and status, tracking accomplishments versus operational requirements, resolving issues and change initiatives, risk analysis, contract oversight, and deliverables. Positions also manage logistical and inter-agency needs.

FACTORS

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

Decision Making -- The decisions regularly made are at the interpretive level, as described here. Within limits of the strategic master plan and allocated human and fiscal resources, choices involve determining tactical plans to achieve the objectives established by the highest management level. This involves establishing what processes will be done, developing the budget, and developing the staffing patterns and work units in order to deploy staff. This level includes inventing and changing systems and guidelines that will be applied by others statewide. For example, positions design the strategy, system, process, guidelines, rules and standards that are used by others in state government. By nature, this is the first level where positions are not bound by processes and operations in their own programs as a framework for decision making and there are novel or unique situations which cause uncertainties that must be addressed at this level. Through deliberate analysis and experience with these unique situations, the manager determines the systems, guidelines, and programs for the future.

Complexity -- The nature of, and need for, analysis and judgment is formulative, as described here. Positions evaluate the relevance and importance of theories, concepts, and principles in order to tailor them to develop a different approach or plan to fit specific circumstances. While general policy, precedent, or non-specific practices exist, they are inadequate and are therefore relevant only through approximation or analogy. In conjunction with theories, concepts, and principles, positions use judgment and resourcefulness in tailoring the existing guidelines so they can be applied to particular circumstances and to deal with emergencies.

OR

The nature of, and need for, analysis and judgment is strategic, as described here. Positions develop guidelines to implement a program that maintains the agency's mission. Guidelines do not exist for most situations. In directive situations, positions use judgment and resourcefulness to interpret circumstances in a variety of situations and establish guidelines that direct how a departmental/agency program will be implemented.

Purpose of Contact -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of any of the following:

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Advising, counseling, or guiding the direction taken to resolve complaints or problems and influence or correct actions or behaviors.

Clarifying underlying rationale, intent, and motive by educating others on unfamiliar concepts and theories or marketing a product or service. This goes beyond what has been learned in training or repeating information that is available in another format.

Negotiating as an official representative of one party in order to obtain support or cooperation where there is no formal rule or law to fall back on in requiring such action or change from the other party. Such negotiation has fiscal or programmatic impact on an agency. In reaching settlements or compromises, the position does not have a rule or regulation to enforce but is accountable for the function.

Defending, arguing, or justifying an agency's position in formal hearings or court where the position is an official representative of one party.

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 professional Unit Supervisors; and, have signature authority for actions and decisions that directly impact pay, status, and tenure. Elements of formal supervision must include providing documentation to support recommended 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.

MANAGEMENT

H6G8XX

CONCEPT OF CLASS

This class describes the manager. Management positions are responsible for planning, directing, and executing major programs. Work involves recommending, developing, or approving policies that govern a manager's program areas. A manager is concerned with defining program objectives and coordinating the efforts of organizational components under the manager's control. Primary accountability is for the attainment of program objectives. Some positions in this class may have senior executive service performance contracts and be assigned a senior executive service pay plan. The Department of Personnel and Administration issues guidance on movements into or out of the senior executive service pay plan separately. Management differs from the General Professional VII on Decision Making and Purpose of Contacts factors.

FACTORS

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

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Decision Making -- The decisions regularly made are at the programmatic level, as described here. Within limits set by organizational policy, general directives, overall goals and objectives, and allocated resources, choices involve formulating or adjusting programs, specifying program objectives, and allocating human and fiscal resources among constituent programs. This involves independently, and under conditions of uncertainty, determining what has been done, what can be done, proposals for long-term policy, and estimates of what new resources are required. The long-term strategic plans, purposes, and staffing determined by this level require integration with other programs in the overall plan. 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. This level does not describe positions that are applying a program control, led by another agency, which has the authority and accountability for it.

Complexity -- The nature of, and need for, analysis and judgment is strategic, as described here. Positions develop guidelines to implement a program that maintains the agency's mission. Guidelines do not exist for most situations. In directive situations, positions use judgment and resourcefulness to interpret circumstances in a variety of situations and establish guidelines that direct how a departmental/agency program will be implemented.

Purpose of Contact -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of arbitrating, resolving differences, and authorizing action that directly determines the agency's mission. The result directly affects agency policy.

Line/Staff Authority -- The direct field of influence the work of a manager has on the organization is at the work leader/staff authority level of this factor or above. Positions are accountable for all aspects of management with human resources being critical because it is how the mission is accomplished.

DEFINITIONS

Certified associate – those business projects requiring a Certified Associate in Project Management (CAPM®) by the Project Management Institute (PMI®).

Certified project manager professional - those formal business projects requiring oversight by a Project Management Professional (PMP®) by PMI®.

Certified program management professional – those business programs with multiple projects requiring management by a Program Management Professional (PgMPsm) by PMI®. This level of certification is higher than the PMP®.

Technical architecture – training and/or experience in planning and coordinating the long-term interfaces with other systems or processes with emphasis on compatibility and interoperability.

ENTRANCE REQUIREMENTS

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

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

Note: In accordance with C.R.S. 16-2.5-114, supporting agency statutes, and appointing authority delegation, some positions in this class series may be commissioned peace officers.

CLASS SERIES HISTORY

Effective 7/30/08 (KJE). Researcher System Maintenance Study. No changes. Published proposed 6/25/08.

Effective 5/1/07 (JS/DLF). Added Business Project Manager to GP I-V and Business Program Manager to GP VI and VII due to a new statutory requirement C.R.S. 24-37.5-105(5)(a). Published proposed 2/15/07.

Corrected 3/15/06 (DLF). Corrected wording in GP VII Decision Making factor to remove references to authorities.

Effective 7/1/03 (TLE). Senior Executive Service (F2A1) class and occupational group abolished. Positions moved into Management (H6G8) class as a result of rules changes. Published proposed 5/6/03.

Effective 7/1/01 (KKF). Management Group Profiles (H6G8-0) consolidated as result of PS consolidation in 1998. Special evaluation system and questionnaire discontinued. Published proposed 3/20/98 and addendum of 4/10/98.

Effective 7/1/00 (KKF). Correctional Industries Sector Supervisor (D2C4) and Physical Plant Manager II and III (D2K2-3) consolidated as part of the LTC consolidation study. Draft published 3/31/99, proposed 5/24/99, and final 7/1/99.

Effective 7/1/99 (KKF). PS consolidation study consolidated Management Analyst V (H1H6) and Program Administrator I (H1L1). Published draft 2/17/98 and proposed 3/20/98. Safety Specialist (I9C1-3) study consolidated these classes into General Professional II and III. Published proposed 5/26/99.

Effective 9/1/98 (CVC). PS consolidation study consolidated Administrative Program Specialist (H1A), Agricultural Program Specialist (H1C), Civil Rights (H1D), Economist (H1F), Human Resources (H1G), Management Analysis (H1H1-5), Planning/Grants (H1K), Program Administrator (H1L2-3), Property Appraiser (H1M), Management Group Profile (H1N), Purchasing (H1O), Real Estate Compliance (H1P), Real Estate Specialist (H1Q), Soil Conservation (H1S), Librarian (H3G), Life/Social Science Scientist/Researcher (H3H), Museum/Exhibit Technician (H3J), Business Enterprise Programs (H4A), Disability Determination (H4C), Social Services (H4G), Student Services (H4H), College/University Counselor (H4L), Marketing (H6C), Publications (H6D), Public Information (H6E). Published draft 2/17/98 and proposed 3/20/98.

Effective 4/1/97 (CVC). Civil Rights Intern (H3C1) abolished in annual elimination of vacant classes.

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Effective 2/1/97 (KKF). Correct class codes for change in occupational group of Management Group Profiles (H1N).

Revised 12/1/96 (CVC). Merge Management Group Profile 10 with Program Administrator class. Abolish F1A1XX. Remaining Management Group Profile levels related to PS (H1N). Published as proposed 8/15/96.

Effective 3/1/96 (KKF). Librarian III (H3G3XX) abolished as vacant class. Published as proposed 1/15/96.

Effective 1/1/96 (CVC). Description of Occupational Work and the Line/Staff Authority factor in the Program Administrator I. Published as proposed 10/30/95.

Revised 9/1/95 (CVC). Change concept, Complexity, Line/Staff Authority for Agriculture Program Specialist III (H1C4) and Line/Staff Authority for Agriculture Program Specialist IV (H1C5).

Effective 10/1/94 (CVC). Published Planning/Grants (H1K) as proposed 06/01/94.

Revised 8/1/94. In response to EEO/AA remand from Job Evaluation System Revision project, remove specialty areas for Human Resources (H1G). Adjustments to factors for Property Appraiser. Adjustments to factors Real Estate Specialists (H1Q).

Effective 7/1/94 (KKF). Addition of work leader/staff authority level and adjustments to some of the factors for Purchasing Agents (H1O). Published as proposed 6/27/94.

Effective 9/1/93 (CVC). Job Evaluation System Redesign Project. Change in format only for Management Group Profile (H1N).

Revised 7/1/91. Change pay differential for Agriculture Field Representative A, B, C (A6115-A6117) and Plant and Insect Specialist A, B, C (A6124-A6126). Change pay differential for Soil Conservation Representative (A6410).

Revised 4/1/91. Management Group Profiles.

Revised 2/1/89. Changed class code, title, nature of work for Personnel Administrative Officer (A1467). Created new level of Personnel Administrative Officer (Decentralized) (A1468).

Revised 9/1/88. Changed title, options, nature of work, and minimum requirements on Publications Specialist A, B, C, Senior, and Principal (A0020-A0025).

Revised 7/1/88. Change nature of work and minimum requirements for Agriculture Field Representative A, B, and C (A6115-A6117). Change grade, nature of work, and minimum requirements for Supervisor Plant and Insect Specialist (A6127), Agriculture Field Representative Supervisor (A6118), and Senior Agricultural Specialist (A6119). Change nature of work for Plant and Insect Specialist A, B, and C (A6124-A6126).

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Revised 7/1/87. Minimum requirements for Staff Highway Maintenance Superintendent (A4693). Changed class code, title, nature of work, and minimum requirements on Public Information Specialist A, B, C, Senior, and Chief (A0001-A0005).

Revised 4/1/87. Change nature of work and minimum requirements for Livestock Disease Control Specialist A, B, and C (A6142-A6144). Changed nature of work and minimum requirements for Agriculture Food & Consumer Specialist (A6160). Changed minimum requirements for Agricultural Marketing Specialist A, B, C, and Senior (A6165-A6168).

Revised 12/1/86. Changed class code, title, grade, and relationship for Highway Equipment Maintenance Coordinator (A4690). Class code, relationship, nature of work, examples of work, KSAs, and minimum requirements for Staff Highway Maintenance Superintendent (A4693).

Revised 9/1/86. Changed class code for Property Appraiser. Changed class code, options, nature of work, distinguishing factors, and minimum requirements on University Counselor IA, IB, and II (A0515-A0518).

Revised 7/1/86. Changed nature of work and distinguishing factor on Student Advisor I (A0508). Changed class code and nature of work on Student Advisor II (A0509).

Created 1/1/85. Broadcast Program Director (A0604).

Effective 7/1/84. Change nature of work, distinguishing factors, examples of work, KSAs, minimum requirement for Civil Rights Specialist I-A, I-B, I-C, and II (A0301-A0304). Revised 7/1/84. Create Management Analyst IA, Management Analyst IA merged into IB, Management Analyst IB merged into IC, nature of work, title, minimum requirements for Management Analyst IA, IB, IC (A1050-A1052). Management Analyst I-C merged into Management Analyst II, nature of work examples of work, KSAs, minimum requirements for Management Analyst II (A1053). Management Analyst II merged into Management Analyst IV, class code, title, nature of work, examples of work, minimum requirements for Management Analyst IV (A1056); created Management Analyst III (A1055). Changed title, grade, relationship, KSAs, and minimum requirements for Real Estate Specialist series; changed class code for Supervising Real Estate Specialist. Changed options and minimum requirements on Museum Exhibits Technician. Created Museum Exhibits Coordinator (A0123). Revised 7/1/84. Grade, relationship, nature of work, examples of work, minimum requirements for Veterans Service Officer A and B (A8271-A8272). Changed title, nature of work, and minimum requirements for Business Development Specialist (A0010).

Revised 2/1/84. Changed class code for Purchasing Agents (A1601-A1605) and Supervising Purchasing Agent (A1609). Changed class title and code for Purchasing Analyst (A1607) and Senior Purchasing Agent (A1611). Changed grade and relationship for Wildlife Research Leader (A6346). Changed relationship for Wildlife Researcher (A6342-44).

Effective 7/1/83. Changed class title, class code, and minimum requirements for EEO Representatives and EEO Administrator (A0324-A0327). Created Training Officers (A1480-A1481), Training Specialist (A1482), Training Administrators (A1483-A1484), and CLETA Legal Training Consultant (A7330). Created Supervising ROW Agent (A1778).

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Revised 10/1/82. Changed nature of work for Administrative Officer III (A1009).

Effective 7/1/82. Grade and relationship for Staff Highway Maintenance Superintendent (A4693). Create C range, title, relationship, nature of work, examples of work, KSAs, minimum requirements, note for Compliance Reviewer IA, IB and IC (A8100-A8105). Relationship, nature of work, examples of work, KSAs, minimum requirements for Compliance Reviewer II (A8106). Class code, relationship, nature of work, examples of work, KSAs, minimum requirements for Supervisor Compliance Reviewer (A8107). Minimum requirements for Social Services Field Administrator I (A8145).

Revised 5/1/82. Changed class title and minimum requirements for State Affirmative Action Administrator (A0314).

Revised 12/1/81. Added substitution to Supervising Personnel Analyst (A1453) and Personnel Specialist (A1454).

Created 7/1/81. Management Group Profiles.

Revised 3/1/81. Minimum requirements for Management Analyst IA, IB, IC, II, IV (A1050-A1056). Changed entrance requirements for the purchasing series (A1601-A1611).

Revised 2/1/81. Changed nature of work and minimum requirements for Supervising Personnel Analyst (A1453) and Personnel Specialist (A1454).

Revised 10/1/80. Minimum requirements for Staff Highway Maintenance Superintendent (A4693).

Effective 7/1/80. Changed class code, title, grade, nature of work, examples of work, KSAs, minimum requirements for Administrative Officer I-A, I-B, II and III (A1006-A1009). Create Range Livestock Disease Control Specialist C (A6144). Changed nature of work and minimum requirements for Livestock Disease Control Specialist A and B (A6142-A6143). Create Senior Agricultural Specialist (A6119). Created Civil Rights Housing Compliance Specialist (A0316) and Civil Rights Regulatory Field Manager. Created Program Administrator I (A1010). Revised class code, title, grade, deletion of options, nature of work, examples of work, KSAs, minimum requirements for Program Administrator II (A1011). Created new Property Appraiser A; changed title of existing Property Appraiser A to B, and existing Property Appraiser B to C; changed class codes and minimum requirements for Property Appraiser, Senior and Supervising; and changed KSAs for Senior Property Appraiser. Changed grade, relationship, and entrance requirements for Vending Enterprise Supervisor I and II (A8232-33). Revised title, nature of work, examples of work, KSAs, minimum requirements for Disability Determination Specialist A, B, C, Quality Specialist, Supervisor and Associate Administrator (A8201-A8207). Created Disability Determination Vocational Specialist and Disability Determination Quality Supervisor (A8210-A8212). Title, nature of work, minimum requirements for Veterans Service Officer A and B (A8271-A8272).

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Effective 9/1/79. Created Civil Rights Director-Compliance (A0321) and Civil Rights Director-Research & Education (A0322). Revised nature of work, examples of work, minimum requirements for Criminal Justice Specialist (A7370-A7374).

Effective 7/1/79. Created Economist A, B, C, and Principal (A1551-A1555), changed title for Senior (A1554). Created Personnel Analysts (A1450-A1452), Supervising Personnel Analyst (A1453), Personnel Specialist (A1454), Supervising Personnel Specialist (A1456), Personnel Research Assistants (A1458-A1459), Personnel Research Specialist (A1460), Personnel Administrative Officer (A1467), Departmental Personnel Administrator I through III (A1470-A1475).

Revised 6/1/79. Nature of work, examples of work, minimum requirements for Senior Highway Safety Specialist (A7336).

Revised 12/1/78. Changed title, nature of work, and minimum requirements for Law Enforcement Training Specialist (A7329).

Effective 10/1/78. Created Senior Economist (A1554). Changed entrance requirements for Wildlife Research Leader (A6346). Title, nature of work, examples of work, KSAs, minimum special requirement for Supervisor Compliance Reviewer (A8107). Created Compliance Reviewer II (A8106).

Revised 8/1/78. Add options, changed nature of work and minimum requirements for Agriculture Field Representative A, B, C (A6115-A6117). Changed minimum requirements for Plant and Insect Specialist A, B, and C (A6124-A6126). Revised nature of work and minimum requirements for Planner (A0071-A0073); nature of work, examples of work, minimum requirements for Senior Planner (A0074); nature of work, minimum requirements for Principal Planner (A0076); nature of work and examples of work for Principal Health Planner (A5751).

Effective 7/1/78. Changed entrance requirements on Researchers A3810-16). Changed grade and relationship on Wildlife Research Leader (A6346). Changed relationship for Wildlife Researchers (A6342-44).

Effective 6/1/78. Created Division of Mental Health Development Administrator (A5723). Title, grade, relationship, nature of work, examples of work, KSAs, minimum requirements for Social Services Field Administrator I (A8145).

Effective 5/1/78. Changed class code on University Program Specialist I, II, III, and IV (A0527-A0530). Created Assistant Director, Alumni Relations (A0504).

Created 4/1/78. Senior Highway Safety Specialist (A7336).

Revised 3/1/78. Changed minimum requirements for Law Enforcement Training Specialist (A7329) and Supervising Law Enforcement Training Specialist (A7331).

Revised 2/1/78. Changed class code for Supervising Law Enforcement Training Specialist (A7331).

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Revised 11/1/77. Changed minimum requirements for Elections Officer (A1048).

Effective 7/1/77. Change in grade and relationship for Agriculture Field Representative Supervisor (A6118). Created Highway Safety Specialist (A7332-A7335) and Supervising Highway Safety Specialist (A7337). Created Planetarium Operations Manager (A2670). Class converted for Social Services License Specialist IA, IB and II (A8131-A8133). Created Student Advisor I and II (A0508-A0509), Student Services Specialist A and B (A1164-A1165), Student Services Officer I and II (A1166-A1167).

Created 3/1/77. Health Planning Specialist (A5741-A5742).

Created 11/1/76. Associate Disability Determination Administrator (A8207).

Created 9/1/76. Criminal Justice Specialist (A7370-A7374). Changed class title and entrance requirements for Wildlife Researchers (A6342-44).

Created 8/1/76. Supervising Law Enforcement Training Specialist (A7331).

Revised 5/1/76. Changed entrance requirements for Law Enforcement Training Specialist (A7329).

Effective 4/1/75. Created Disaster Preparedness Specialist I and II (A1805-A1806). Revised minimum requirements for Supervising Relocation Evaluator (A1789). Established multiple ranges in Museum Exhibits Technician.

Created 1/1/75. Public Health Educator I-A, I-B, and II (A0241-A0244), Administrative Officer I-A, I-B, II, and III (A1006-A1009), Elections Officer (A1048), Highway Equipment Maintenance Coordinator (A4590). Agriculture Field Representative A, B, C, and Supervisor (A6115-A6118), Plant and Insect Specialist A, B, C, and Supervisor (A6124-A6127), Livestock Disease Control Specialist A, B, and C (A6142-A6144). Civil Rights Specialist IA, IB, IC, and II (A0301-A0304). State Affirmative Action Administrator (A0314), Equal Employment Opportunity Representatives (A0324-A0326), Equal Employment Opportunity Administrator (A0327), and Law Enforcement Training Specialist (A7329). Management Analyst IA, IB, IC, II, IV (A1050-A1056). Planner, Senior, Principal (A0071-A0076), Government Planning Specialist (A1160-A1161), Health Planning Consultant (A5750), and Principal Health Planner (A5751), Program Administrator II (A1011) and Staff Highway Maintenance Superintendent (A4693), Property Appraiser A, B, Senior, Supervising. Purchasing Agents (A1601-A1605), Purchasing Analyst (A1607), Supervising Purchasing Agent (A1609), and Senior Purchasing Agent (A1611). Real Estate Specialist A, B, C, and Supervisor (A1723-29). Land Agent (A1711), Right of Way Agent A-C, Senior (A1770-A1773), Senior and Supervising Relocation Evaluator (A1788-A1789). Soil Conservation Representative and Senior Soil Conservation Representative (A6410- A6411). Librarian I, II, III (A0102, A0104, A0108). Researcher I through V (A3810-16), Wildlife Researchers (A6342-44), Wildlife Research Leader (A6346). Museum Exhibits Technician. Vending Enterprise Supervisor I and II (A8232-33). Disability Determination Specialist A, B, C, Quality Specialist and Supervisor (A8201-A8206). Compliance Reviewer IA, IB, IC and Supervisor (A8100-A8107); A8131X Social Services License Specialist IA, IB and II (A8132-A8133); Social Services Field Administrator I (A8145), Veterans Service Officer A and B (A8271-A8272).

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University Program Specialist I, II, III, and IV (A0527-A0530). University Counselor IA, IB, IC and II (A0515-A0518). Business Development Specialist (A0010), Agriculture Food and Consumer Specialist (A6160), Agricultural Marketing Specialist A, B, C, and Senior (A6165-A6168). Publications Specialist A, B, C, Senior, and Principal (A0020-A0025). Public Information Specialist A, B, C, Senior, Chief (A0001-A0005).

SUMMARY OF FACTOR RATINGS

Class Level	Decision Making	Complexity	Purpose of Contact	Line/Staff Authority
General Professional I	Defined	Prescribed	Exchange, Detect, or Advise	Indiv. Contributor
General Professional II	Operational	Patterned	Exchange, Detect, Advise, or Clarify	Indiv. Contributor
General Professional III	Process	Formulative	Detect, Advise, or Clarify	Indiv. Contributor
General Professional IV	Process	Formulative or Strategic	Detect, Advise, Clarify, Negotiate or Defend	Work Leader or Staff Authority
General Professional V	Process	Formulative or Strategic	Detect, Advise, Clarify, Negotiate or Defend	Unit Supervisor or Senior Authority
General Professional VI	Interpretive	Formulative, Strategic or Unprecedented*	Clarify, Negotiate or Defend	Unit Supervisor or Staff, Senior or Leading Authority
General Professional VII	Interpretive	Formulative or Strategic	Clarify, Negotiate or Defend	Manager
Management	Programmatic	Strategic	Arbitrate	Work Leader/Staff Authority or above

Note: * A leading authority must be unprecedented in Complexity.

ISSUING AUTHORITY: Department of Personnel and Administration