



Classifications: Duties, MQs, Levels, and Utilization

November 3, 2023





Civil Service Systems

- Civil service systems were created in response to spoils systems (i.e., non-merit based hires; not only did this result in unqualified hires, but it also created a lack of continuity so there was no retention of institutional knowledge from repeated turn over after every election).
- The protection on the front end of the system is a merit-based examination and selection process as a barrier to politically based hiring. The protection at the back end is a right of tenure that prevents employees from being fired for political reasons.
- Key to ensuring that examinations are competitive and merit based is a detailed classification plan that validates the work being performed.

→ *Under these rules, we work to balance the needs of providing civil service protections with providing departments the flexibility they need to achieve their missions.*

→ *Our goal is to write classification specifications that are clear and concise, but not too rigid.*



Occupational Categories (General)

- **Clerical:** Perform routine office tasks supporting the general function of the office or managerial positions. Occupations in which workers are responsible primarily for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.
- **Maintenance:** Perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep or care of public buildings, facilities or grounds.
- **Crafts/Trade:** Trades are externally defined and have regulatory codes; installation and repair.
- **Technical:** Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized, post-secondary school education or through equivalent on-the-job training (e.g., computer programmers, drafters, survey and mapping technicians, licensed practical nurses, technicians (medical, dental, electronic, physical sciences)).
- **Professional:** Perform duties that require interpretation, independence of judgment and application of defined principles, practices and regulations. Requires a bachelor or advanced degree and may require certification or licensing.
- **Management:** High administrative and policy influencing with responsibilities for managing a major function or rendering management advice to top-level management authority. Performs duties focused on planning, organizing, directing and controlling resources and program delivery.



Occupational Categories by Service and Group Levels

0000 Various

0300 Police
0400 Police
0700 Board of Supervisors
0800 Mayoral Staff
0900 Management

1000 Administrative, Personnel, Fiscal and Clerical

1100 Administrative and Management
1200 Personnel
1300 Publicity and Public Relations
1400 Clerical, Typing and Stenographic
1500 Administrative Secretarial
1600 Payroll, Billing and Accounting
1700 Office and Photographic Machine
1800 Budget, Administrative and Statistical Analysis
1900 Purchasing and Storekeeping

2000 Health, Welfare, Dietary and Housekeeping

2100 Hospital Administration
2200 Medical and Nursing
2300 Nursing
2400 Laboratory
2500 Therapy and Auxiliary
2600 Dietary and Food
2700 Housekeeping and Laundry
2800 Public Health
2900 Social Services

3000 Recreation, Park, Agricultural and Cultural

3100 Administrative
3200 Recreation
3300 Park
3400 Agriculture and Horticulture
3500 Cultural
3600 Library

4000 Property Appraisal, Taxation and Revenue

4100 Property Administration
4200 Appraisal and Taxation
4300 Revenue

5000 Engineering and Public Works

5100 Administrative
5200 Professional Engineering
5300 Sub-Professional Engineering
5400 Community Development
5500 Project Manager
5600 Energy and Environment

6000 Inspection

6100 Health and Sanitation Inspection
6200 Public Safety Inspection
6300 Construction Inspection

7000 Labor and Trades

7100 Administrative
7200 Supervisory
7300 Journeyman Trade
7400 Skilled Labor
7500 Semi-Skilled and General Labor

8000 Legal Protection and Detention

8100 Legal and Court
8200 Protection and Apprehension
8300 Correction and Detention
8400 Probation and Parole
8600 Emergency Coordination

9000 Transportation

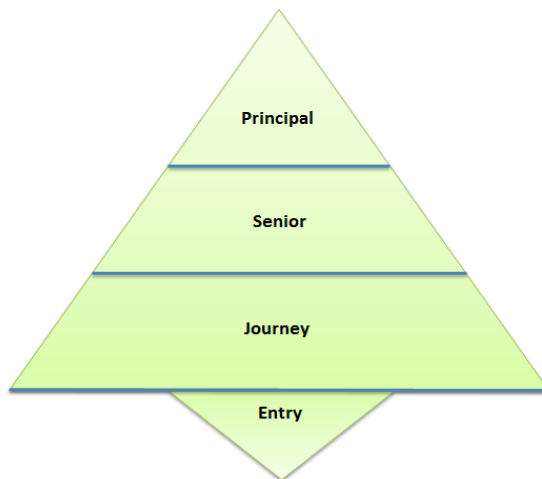
9100 Street transportation
9200 Airport Operations
9300 Port Commission
9500 MTA Operations
9700 Manpower Planning Unit
9900 Federal Programs

Alphabetical

H2 Firefighter
Q2 Police Officer

Occupational Levels

- **Entry / Trainee:** Trainee or routine level; typically those with training, but little or no experience in the job area; operate with significant oversight.
- **Journey:** Perform the full range of duties; operate with supervision typically only upon completion of tasks; generally requires knowledge or experience in the job related area as a minimum qualification.
- **Advanced Journey / Senior:** Perform specialized/complex duties in a highly independent manner that require modifying approaches, methods or techniques; may supervise lower level positions.
- **Principal:** Lead responsibilities in instructing and training staff; generally should supervise lower level positions.



Human Resources Analysts

1246 Principal HR Analyst

1244 Senior HR Analyst

1241 HR Analyst

1249 HR Analyst Trainee



City Classifications



City and County of San Francisco - Department of Human Resources

Biweekly Rates of Pay for Fiscal Year 2014 - 2015

Job Code	Job Title / representation	Effective Date	Grade	Low Rate	High Rate	Annual Low Rate	Annual High Rate	Enter Step 5	OT	Pay Type
1218	Payroll Supervisor <i>SEIU, L1021</i>	07/01/2014	07140	\$2,977	\$3,618	\$77,402	\$94,068			Z
		10/11/2014	07200	\$3,064	\$3,724	\$79,664	\$96,824			
1220	Payroll Clerk <i>SEIU, L1021</i>	07/01/2014	06440	\$2,115	\$2,571	\$54,990	\$66,846			
		10/11/2014	06500	\$2,178	\$2,647	\$56,628	\$68,822			
1222	Sr Payroll & Personnel Clerk <i>SEIU, L1021</i>	07/01/2014	06630	\$2,319	\$2,819	\$60,294	\$73,294			
		10/11/2014	06690	\$2,388	\$2,902	\$62,088	\$75,452			
1224	Pr Payroll & Personnel Clerk <i>SEIU, L1021</i>	07/01/2014	06830	\$2,557	\$3,108	\$66,482	\$80,808			
		10/11/2014	06890	\$2,632	\$3,199	\$68,432	\$83,174			
1226	Chf Payroll & Personnel Clerk <i>SEIU, L1021</i>	07/01/2014	06940	\$2,700	\$3,282	\$70,200	\$85,332			
		10/11/2014	07000	\$2,779	\$3,378	\$72,254	\$87,828			
1227	Testing Technician <i>SEIU, L1021</i>	07/01/2014	06180	\$1,862	\$2,264	\$48,412	\$58,864			
		10/11/2014	06240	\$1,918	\$2,332	\$49,868	\$60,632			
1229	Special Examiner <i>Unrepresented-Misc</i>	07/01/2014	1229C	\$50,1250	\$74,4750					H
		10/11/2014	1229D	\$51,6250	\$76,7125					
1230	Instructional Designer <i>IFPTE, L21</i>	07/01/2014	07225	\$3,101	\$3,769	\$80,626	\$97,994			P
		10/11/2014	07285	\$3,194	\$3,881	\$83,044	\$100,906			
1231	EEO Senior Specialist <i>IFPTE, L21</i>	07/01/2014	07445	\$3,453	\$4,197	\$89,778	\$109,122			Z
		10/11/2014	07505	\$3,557	\$4,323	\$92,482	\$112,398			
1232	Training Officer <i>IFPTE, L21</i>	07/01/2014	07025	\$2,813	\$3,418	\$73,138	\$88,868			Z
		10/11/2014	07085	\$2,896	\$3,520	\$75,296	\$91,520			
1233	EEO Programs Specialist <i>IFPTE, L21</i>	07/01/2014	06960	\$2,726	\$3,313	\$70,876	\$86,138			Z
		10/11/2014	07020	\$2,806	\$3,410	\$72,956	\$88,660			
1237	Training Coordinator <i>MEA</i>	07/01/2014	07280	\$3,189	\$3,873	\$82,914	\$100,898			Z
		10/11/2014	07340	\$3,282	\$3,989	\$85,332	\$103,714			
1241	Personnel Analyst <i>IFPTE, L21</i>	07/01/2014	1241C	\$2,303	\$3,389	\$59,878	\$88,114			Z
		10/11/2014	1241D	\$2,372	\$3,491	\$61,672	\$90,766			
1244	Senior Personnel Analyst <i>IFPTE, L21</i>	07/01/2014	07325	\$3,256	\$3,957	\$84,656	\$102,882			Z
		10/11/2014	07385	\$3,353	\$4,075	\$87,178	\$105,950			

The City and County of San Francisco has over 1,000 classifications.

Some are in a classification series like the 1220/1222/1224 Payroll Clerk Series while others are stand-alone like the 1230 Instructional Designer.



Bargaining Units, Unions & MOUs

Unions, Bargaining Units and MOUs				
Union	Union Code	Barg. Unit	MOU	
Automotive Machinists, Local 1414	130	16		
Bricklayers, Local 3	007	4		
Had Carriers, Local 166	036	10		
Carpenters, Local 22	236	21		
Cement Masons, Local 300	580	39		
Glaziers, Local 718	718	41		
IATSE, Local 16	016	6		
Ironworkers, Local 377	377	35	Craft Coalition	
Pile Drivers, Local 34	034	9		
Plasterers, Local 66	066	14		
Roofers, Local 40	040	13		
Sheet Metal Workers, Local 104	104	15		
Soft Tile Workers, Local 12	012	5		
Teamsters, Local 853	216	20		
Building Inspectors' Association	929	50		
	930	51		
CAIR (Interns)	981	54		
Deputy Probation Officers' Association (DPOA)	651	40		
Deputy Sheriffs' Association (DSA)	498	37		
District Attorney Investigators' Association (DAIA)	419	36		
Electrical Workers, Local 6	006	3		
Firefighters' Association, Local 798	798	44	Unit 1	
	799	45	Unit 2	
Institutional Police Officers' Association	969	53		
Laborers, Local 261	261	30		
Municipal Attorneys' Association (MAA)	311	31		
Municipal Executives' Association (MEA)	351	32	Miscellaneous	
	352	33	Fire	
	353	34	Police	
Operating Engineers, Local 3	003	1	Miscellaneous	
	965	52	Sup. Probation	
Painters, SF Workers United	004	2		
Plumbers, Local 38	038	11		
Police Officers' Association (POA)	911	48	P-1 and P-2A	
		49	P-2B	
Professional and Technical Engineers, Local 21	021	7		
	022	8		
Service Employees' International Union (SEIU), Local 1021		22		
		23		
		24		
		25		
		26		
	27			
	791	42	Nurses	
793	43	H-1s		
Sheriffs' Supervisory and Management Association (MSA)	499	38		
Stationary Engineers, Local 39	039	12		
Teamsters, Local 856	856	46	Miscellaneous	
	858	47	Sup. Nurses	
TWU, Local 200	200	19		
TWU, Local 250-A	252	29	Auto Service Work.	
	251	28	Miscellaneous	
Union of American Physicians and Dentists (UAPD)	163	17	8CC	
	164	18	11AA	
Unrepresented Employees ¹	001, 002	-	-	

Unions: 37

Barg. Units: 54

MOUs: 35

A **bargaining unit** in labor relations is a group of employees with a clear and identifiable community of interest who are represented by a single labor union in collective bargaining and other dealings with management.

Examples would be "non-management professionals"; "law enforcement professionals"; "blue-collar workers"; "clerical and administrative employees"; etc.



What is in a Class Spec?

- **Definition** – Brief description of the nature and level of work. Should be no more than two to three sentences.
- **Distinguishing Features** – How is the class different from those higher and lower in the class series or other job families?
- **Supervision Exercised** – What, if any, supervisory responsibilities does the class have?
- **Examples of Important and Essential Duties** – Discrete, measurable, observable actions. Should be no more than six to eight duties. If more than that, it is likely the duties haven't been sufficiently summarized.
- **Knowledge, Skills and Abilities (KSAs)**
- **Minimum Qualifications (MQs) (i.e., Experience, Education, Licensure)**



How should the Duty Statements be written?

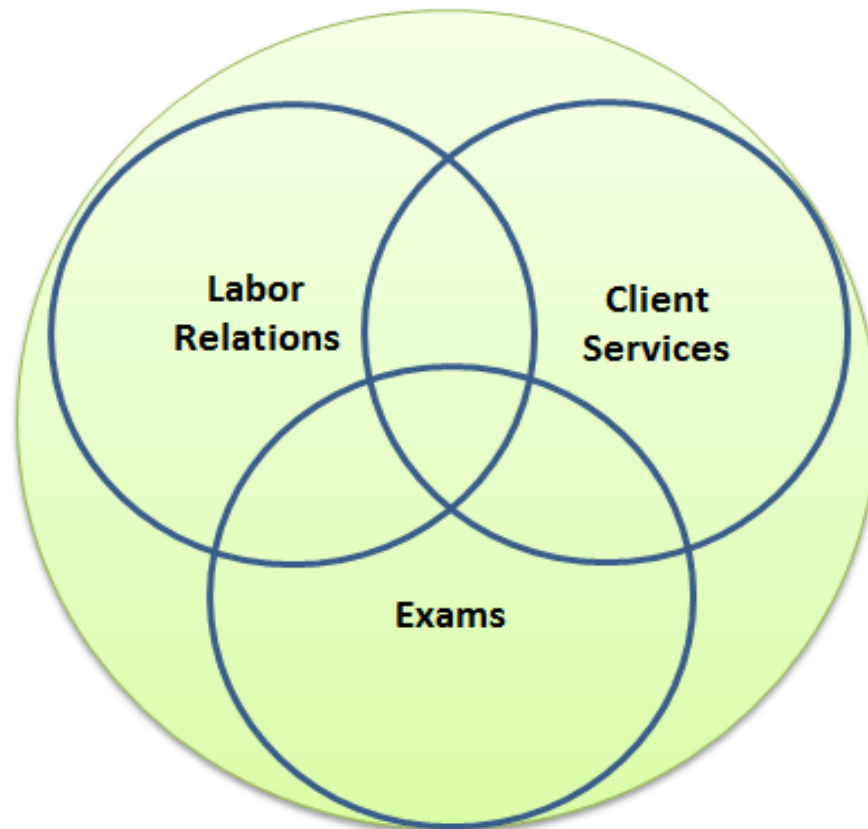
- **CSC Rule 109.1.5:**
 - The Human Resources Director has the authority to amend class specifications as necessary to reflect the **major** duties of positions within the class and the job related knowledge, skills and abilities necessary to perform the functions of the class.
- **CSC Rule 109.6.2:**
 - The class specification shall be **descriptive** of the class but shall **not** be considered as **a restriction** on the assignment of duties not specifically listed.
 - The class specifications are intended to indicate **the kind** of positions that should be allocated to a class but shall **not** be construed as describing **the exact** duties and responsibilities of each individual position allocated to the class.
 - In addition to defining the duties and characteristics of the class, the specifications shall give **examples** of the more significant and typical duties assigned to the positions in the class, the minimum requirements for applicants for the positions in the class, and any other special requirements.
 - The appointing officer has the authority to assign an employee to perform work provided that it is **consistent with the type of duties and level of responsibility** of the employee's class, **although not specifically described** in the class specification.



Duty Statements

- Avoid jargon (*e.g., synergy; buy-in*), acronyms (*e.g., PPACA*) and redundancy (*e.g., maintains records and files*)
- Use simple, clear statements so that someone not familiar with the work should be able to read and understand what the classification performs
- Use specific, common action verbs; avoid ambiguous verbs (*e.g., assists with the budget*)
- Focus on what work the employee does (*e.g., verifies salary rates*) instead of what overall work gets done (*e.g., work on the budget*)
- List in order of importance (and/or order in which performed)
- To the extent you need to get into specifics, use examples to illustrate instead of definitive lists
- Don't list duties as "may" as you should only be listing essential functions and its inherent that not all incumbents will perform all listed duties

1244 Senior Human Resources Analyst





How is that different from a Position Description?

- Comprehensive description of a specific position's work assignments and responsibilities
 - Those work assignments which are predominant, permanent and recurring
 - Generally will not (and should not) be specifically described in the class specification
- Denoted in one's PPAR (Performance Plan and Appraisal Report)
- Used to create the job announcement
- Itemized in a Job Analysis Questionnaire



Examples

Class Specification		Position Description
Title	1244 Senior Human Resources Analyst	Exam Development Specialist (RAS) HR Client Services Consultants (CS)
Duty	Enforces codes, regulations and ordinances	Enforces CA Labor Code Sections 5800 et. seq., SF Charter Section A8.590 and Government Code Section 1200-1500
Duty	Develops and implements recruitment and selection plans	As part of the RAS Public Safety Team, recruits for Police Officers, Sergeants, Lieutenants and Captains.
Duty	Conducts complex financial, fiscal and/or economic analyses to evaluate the overall fiscal/financial condition of a department/program	Annually audit overtime usage by department
KSA	Knowledge of personnel practices, procedures, laws, rules and regulations	Knowledge of the Uniform Guidelines on Employee Selection, Pay Equity Act of 1963, Civil Rights Act of 1964, MMGA, FLSA
KSA	Knowledge of applicant tracking and human resource management systems, word processing and spreadsheet software	Knowledge of SmartRecruiters, PeopleSoft 7.0, MS Word and Excel 2007

So what does this mean?

- *You don't necessarily have to change the class specification...*
 - ...every time you add or change a task.
 - ...every time you recruit for a position.
- *Keep in mind that if class specifications are too specific...*
 - ...it becomes challenging to fit new assignments under the existing class specification and employees will argue that tasks not specifically listed are excluded.
 - ...it will be harder for employees to move to other divisions and departments and increased chance employees will be paid differently for what are essentially the same job.
 - ...you will constantly be updating the class specifications as they will rapidly get out of date.

If you want employees to complete and process newly created payroll form D that replaces payroll form B, under Class One, that would fit under the existing duty statement while under Class Two it would need to be modified.

- Class One:
 - Complete and process payroll forms.
- Class Two:
 - Complete and process payroll forms A, B and C.



Distinguishing Features

- What does more “complex” or “specialized” mean? Important that distinguishing features are objective (e.g., higher level supervises)
- “Higher class may...”? If the distinguishing feature only “may” be performed by the higher class, then what is the distinguishing feature if it doesn’t?
- More and more years of experience ≠ different job / more value

→ *If there are not sufficient differences between classifications, it can lead to situations where employees are both performing the same work, but in different classes and earning different amounts of money.*



New Classifications

If there are existing classifications that can perform the body of work of the proposed new classification, then we should not create another classification.

Requests for department specific classifications are not appropriate if any necessary training can be obtained on the job within 6 months and/or the duties are not at least 25% unique from equivalent citywide classifications.

- PROs: Allows departments to have their own classifications that are specifically detailed to the work in their department. Protects departments from citywide layoffs.
- CONs: Requires more exams and increases hiring time. Impacts employee holdover rights. Moves away from broad based classification to position based classifications that are much more rigid.



Minimum Qualifications

What is a Minimum Qualification?

- Reflects the **lowest level** of acceptable education and/or experience required of an individual such that the individual reasonably could be expected to **satisfactorily** perform the duties of the position.

What are the City's goals?

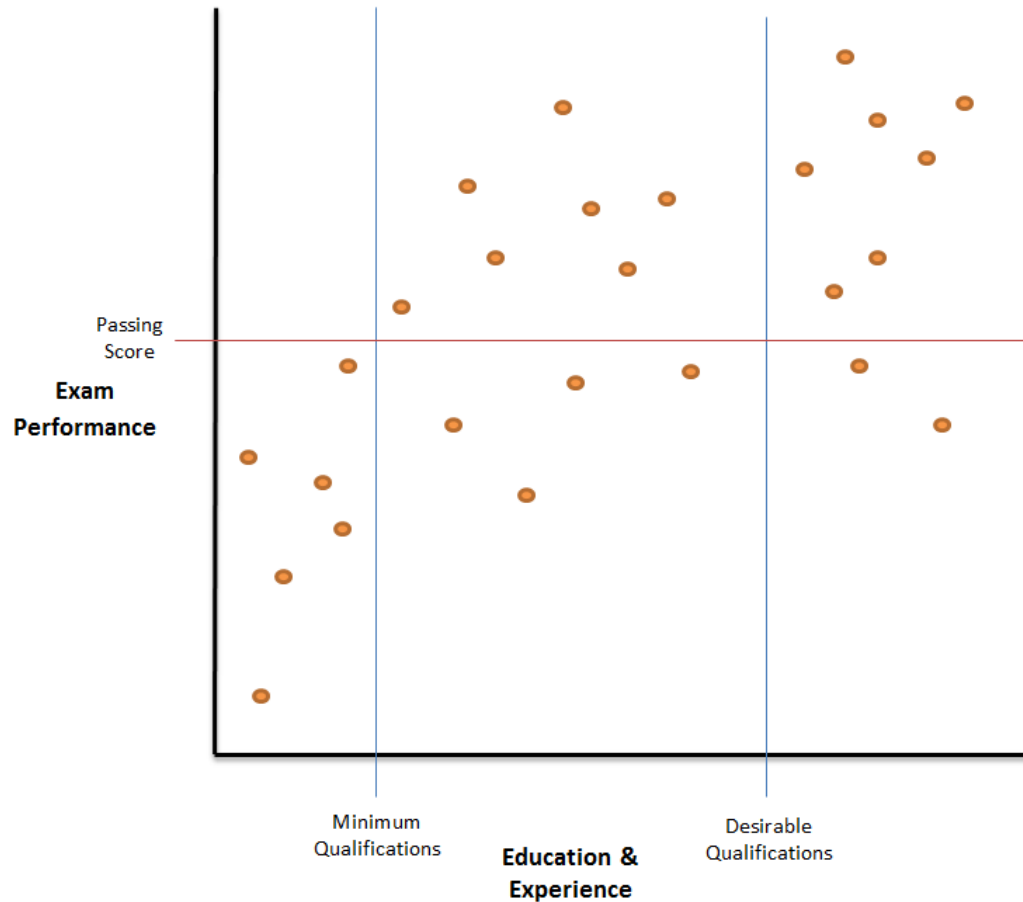
- **Continue to ensure that MQs ...**
 - reflect what is required by the job analysis **upon entry** in order to be **successful**, yet not so high as to create **artificial barriers** or impede **promotive opportunities**;
 - comply with **uniform guidelines**; and
 - are not used to **screen applicants** when this can be better done through the exam process,
- **but also make sure that...**
 - **consistent** with similar level classifications across the City;
 - **logical** to those classifications that are higher and lower in the same or similar series; and
 - **memorialized** and **maintained** to best utilize institutional knowledge



Minimum vs. Desirable Qualifications

- **Minimum Qualifications:** qualifications that are essential (e.g., 2 years professional HR experience)
- **Desirable Qualifications:** qualifications that are preferred (e.g., 2 years professional HR experience in exams)
 - Communicates the qualifications that are important to the position.
 - Allows for flexibility in hiring. Many times the “perfect” candidate has many but not all of the desirable qualifications.
 - Having fewer minimum qualifications and more desirable qualifications broadens the applicant pool and makes it easier for candidates from underrepresented groups to qualify and be considered.
 - It provides guidance (not hard requirements) to a hiring manager or interview panel on the types of qualifications to watch for and evaluate in the hiring process.
 - Desirables are best used to qualify the type of required education and/or experience rather than require more or a higher level (e.g., preferring HR experience is in exams rather than desiring more years of experience; preferring Bachelor’s degree is in economics rather than desiring a Master’s Degree).

Minimum vs. Desirable Qualifications



● = Exam Taker

While those with the desirable qualifications will generally perform the best on an exam, many that just meet the minimum qualifications will often outperform some of those with the desirable qualifications.



Subject Matter Experts (SMEs)

- These tend to be employees that supervise or have performed the work of the classification that is being reviewed.
- While SMEs may be experts in their given fields, they are not experts in human resources so important to take advantage of their knowledge, but not defer to them to write the classification specification.
- SMEs tend to be the best employees in their field so they will often be focused on what is the ideal candidate. It is our job to utilize that information in coming up with desirables, but ensure that HR principles such as not creating undue barriers are accounted for as well.



Minimum Qualifications v. Special Conditions

- **Minimum Qualifications:** qualifications that are essential for a classification.
- **Special Conditions:** qualifications that are essential for a position.
(e.g., ability to fluently speak Spanish)

→ For example, while all 2220 Physicians may need a Doctor of Medicine (M.D.) Degree, only those working in positions that work with children would need a specialty in Pediatrics. In this instance, rather than making a change to the entire classification,, this special condition (i.e., minimum qualification for the position) would be noted on the job announcement.



MQ Principles

CLERICAL / MAINTENANCE / TECHNICAL		
Level	Training and Experience	Substitution
Entry / Trainee	6 months – 1 year of general experience.	6 months of education (15 semester units) or technical training exp. may be substituted for 6 months of experience
Journey	2 years of general experience OR 1 year of requisite/specialized experience to the classification	6 months (15 semester units) of specialized coursework may be substituted for 6 months of experience
Advanced Journey / Senior “may supervise”	3 years of general experience OR 2 year of requisite/specialized experience to the classification	1 year (30 semester units) of specialized coursework may be substituted for 1 year of experience.
Principal “must supervise”	4 years of general experience OR 3 year of requisite/specialized experience, which includes 1-2 years of supervisory experience	2 years (60 semester units) of specialized coursework may be substituted for 2 year of non-supervisory experience



MQ Principles

PROFESSIONAL		
Level	Training and Experience	Substitution
Entry	Baccalaureate Degree	1 year of experience may substitute for 1 year of education up to 4 year degree
Journey	Baccalaureate Degree AND 1 - 2 years experience	1 year of additional experience may substitute for 1 year of education up to a max of 2 years
Advanced Journey / Senior “may supervise”	Baccalaureate Degree AND 3 - 4 years experience	1 year of additional experience may substitute for 1 year of education up to a max of 2 years
Principal “must supervise”	Baccalaureate Degree AND 5 - 6 years experience, which includes 2 years of supervisory experience	1 year of additional experience may substitute for 1 year of education up to a max of 2 years



Minimum Qualifications for a Class Series or Job Family

Ideally, there should not be additional minimum qualifications added to classes higher in the same series that are not required for the lower classifications other than more years of experience. Doing otherwise could prevent promotion from within.

Accordingly, when updating MQs, it is always important to review potential affects on classifications above, below and lateral. However, for a move to another job family, it may be appropriate. While employees may jump between job families, it is not the norm. See hypotheticals below.

Class Series

<u>Classification</u>	<u>MQs</u>
1246 Princ. HR Analyst	BA and 6 years exp.
1244 Sr. HR Analyst	AA and 4 years exp.
1241 HR Analyst	AA and 2 years exp.

→ Under the following MQs, there could be 1244 Sr. HR Analysts who only have an AA, but 6 or more years of experience that could not qualify to become a 1246 Principal HR Analyst

Job Family

<u>Classification</u>	<u>MQs</u>
1244 Sr. HR Analyst	AA and 4 years exp.
1241 HR Analyst	AA and 2 years exp.
1203 Personnel Tech.	1 years exp.

→ Here, the introduction of the AA starting at the 1241 is not inappropriate as are moving from a paraprofessional series to a professional series.



Education Substitution

- **Full:**
 - These are journey level classifications that require a bachelor's degree or substitution of years of experience for years of education on a 1:1 ratio.
 - Due to the nature of certain industries, comparable experience can be gained through obtaining a bachelor's degree or working in the field. (e.g., 1250 recruiter requires a Bachelor's Degree and 2 years of experience, but the minimum qualifications will allow for full substitution of additional years of recruiting experience.)
- **Partial:**
 - Many journey level positions allow limited substitution of additional years of experience for education for a maximum of 2 years.
 - These classifications require 2 years of education to develop the analytical and writing skills necessary to perform the duties and responsibilities of the position (e.g., 1842 Management Assistant may substitute up to 2 years of required education with additional qualifying experience in program/office/operations management, budget development and/or administration, or contract/grant administration.)
- **None:**
 - There are instances when educational requirements for certain classifications cannot be substituted with experience.
 - These classes require an advanced level of education in their specialized field in order to be successful. Examples of classifications that require a degree in a specific field include Architects, Engineers, Chemists and Librarians.



Supervisory Experience

- If underlying class supervises, higher classes must require supervisory experience
- If underlying class “may” supervise, supervisory experience in the higher level should only be listed as a desirable qualification to ensure not creating barriers to advancement.
- Supervisory classifications require:
 - minimum of 3 years of journey level experience
 - years of experience required should be an additional 2 years of experience above that required for the journey level



Classification Update Check List

- *Are the proposed updates necessary? (i.e., Can you not reasonably assign the work within the existing job duties?) If not, then probably not best to engage in a lengthy administrative process that is subject to appeal if the revisions are non-essential.*
- *Have higher, lower and related classifications been reviewed as well so that any changes are consistent and logical?*
- *Are the duties sufficiently summarized?*
- *Are the minimum qualifications appropriate for the occupational category and level?*
- *If proposing a new classification, is this work that cannot be reasonably assigned to an existing classification?*
- *For classifications that cut across several departments, have the proposed edits been shared with all affected departments? A change that may make sense for how one department uses a class may not make sense for another department.*
- *Laws and technology are constantly changing in all fields and all employees are expected to continue to receive training throughout their employment. However, that does not necessarily mean that their jobs have fundamentally changed. Further, the point of technology is to make things easier, not harder, so one should be suspect if an employee is making assertions to the contrary.*



Supervisor vs. Lead Worker

- **Supervisor:** An individual having authority and exercising independent judgment to effectively **recommend** to hire/promote, discipline, assign, reward or adjust the grievances of other employees. Please note, pursuant to Civil Service Rules, supervisors do not directly hire or discipline employees; rather; they recommend to a higher level manager a course of action that will be given substantial weight and almost always accepted.
- **Lead Worker:** A working leader that assigns works and ensures completed for a specified work group. While lead workers **may assist** in many supervisory functions, it will just be in preparing or offering input rather than making determinations/recommendations.



Supervisor vs. Lead Worker

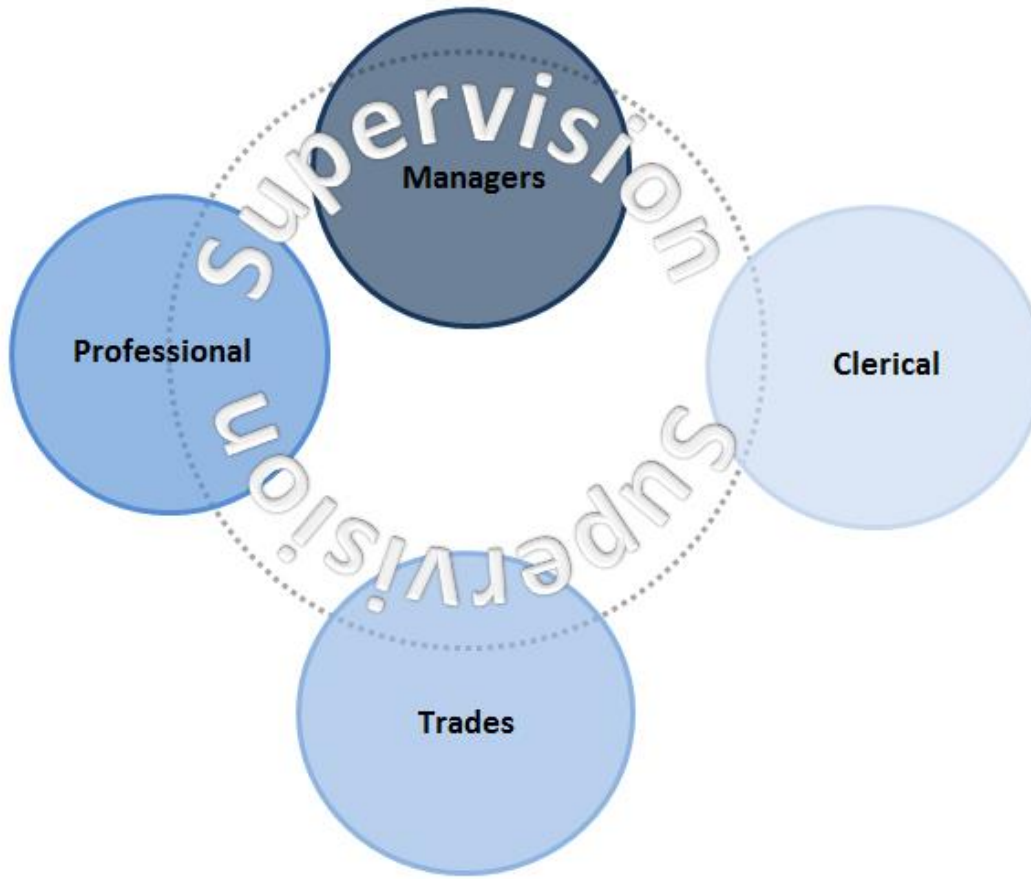
Function	Supervisors	Lead Workers
Work Assignments	Define job roles and responsibilities, determine work to be done, develop assignments, assign work and ensure completed	Assign work and ensure completed
Work Rules and Procedures	Establish and enforce	Enforce
Work Schedules, Overtime, Travel and Time Off	Set, approve and track	Track; may recommend
Training	Develop training plans, approve training course attendance, motivate, associate assignments with organization goals and train employees	Train employees
Performance Evaluation	Issue formal evaluations (pursuant to Appointing Officer oversight), provides input on areas of deficiency and applies corrective action	May provide input regarding areas of deficiency and recommend corrective action
Discipline	Recommend appropriate level of discipline (e.g., written warning, suspension and termination)	May recommend that some form disciplinary action is necessary
Grievances	Resolve	May provide input
Hiring / Promoting	Recommend employees	May participate in interviews



Manager vs. Supervisor

While the terms “manager” and “supervisor” are often used interchangeably, they are not the same thing.

- **Manager:** An individual in a high administrative and policy influencing position that plans, organizes, staffs, leads and controls a major function or effort for the purpose of accomplishing organizational goals.
- **Supervisor:** An individual having authority and exercising independent judgment to effectively **recommend** to hire/promote, discipline, assign, reward or adjust the grievances of other employees. Please note, pursuant to Civil Service Rules, supervisors do not directly hire or discipline employees; rather; they recommend to a higher level manager a course of action that will be given substantial weight and almost always accepted.



While almost all managers supervise (or should at least possess supervisory skills), it is not the case that all supervisors are managers. Supervision is a skill set that crosses all occupational categories (e.g., clerical, trades, professional and management).



Manager vs. Supervisor

- Managers focus on determining 'what' it is their unit does (i.e., policies, purpose, function and roles) and doing so in a manner that furthers the organization's larger goals.
- Supervisors are focused on day-to-day operations of 'how' to implement management's decisions in their unit through the work of subordinates.
- For example, a manager at MTA may have the goal of ensuring that there is adequate street parking (e.g., determining location of parking meters/lots, setting parking rates) while a parking control supervisor will have a goal that cars parked illegally are ticketed/towed by his/her subordinates.



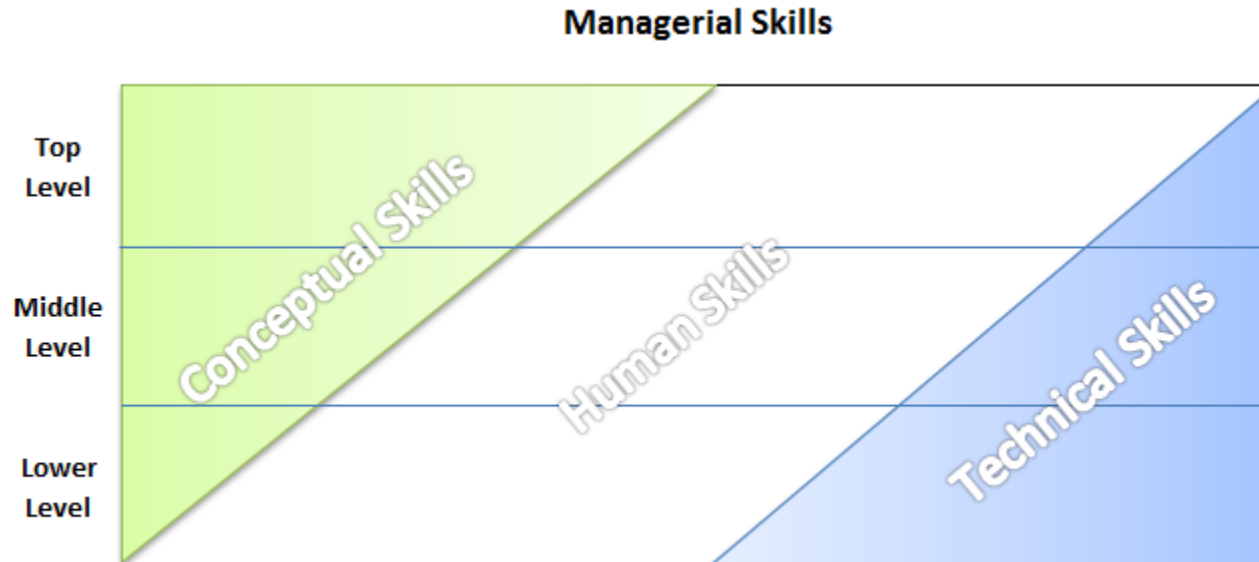
Manager vs. Supervisor

Managers	Supervisors
Deals with groups	Deals with individuals
Develops mission; creates and delegates goals; schedules projects	Assigns tasks and implements
Develops staffing structure (i.e., determining how many employees and at what level are needed for a particular unit/division)	Hires staff pursuant to defined staffing plan
Determines a budget for a unit/division; allocate resources	Operates within defined budget

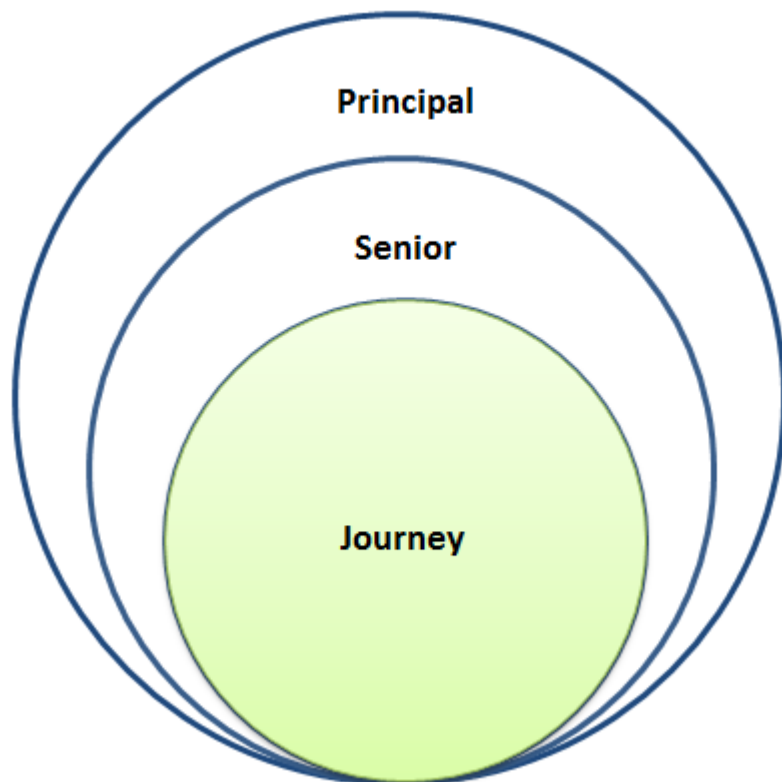
Distinguishing Features:

- Supervisors often perform the same work as their subordinates (or have a lot of experience performing the same work) while it is rarely the case for managers. Accordingly, management positions rely less on technical expertise and more on soft skills (e.g., conceptual; organization).
- Generally, only beginning at the second line level of supervision is it possible that a position might be deemed at a management level.

Manager vs. Supervisor

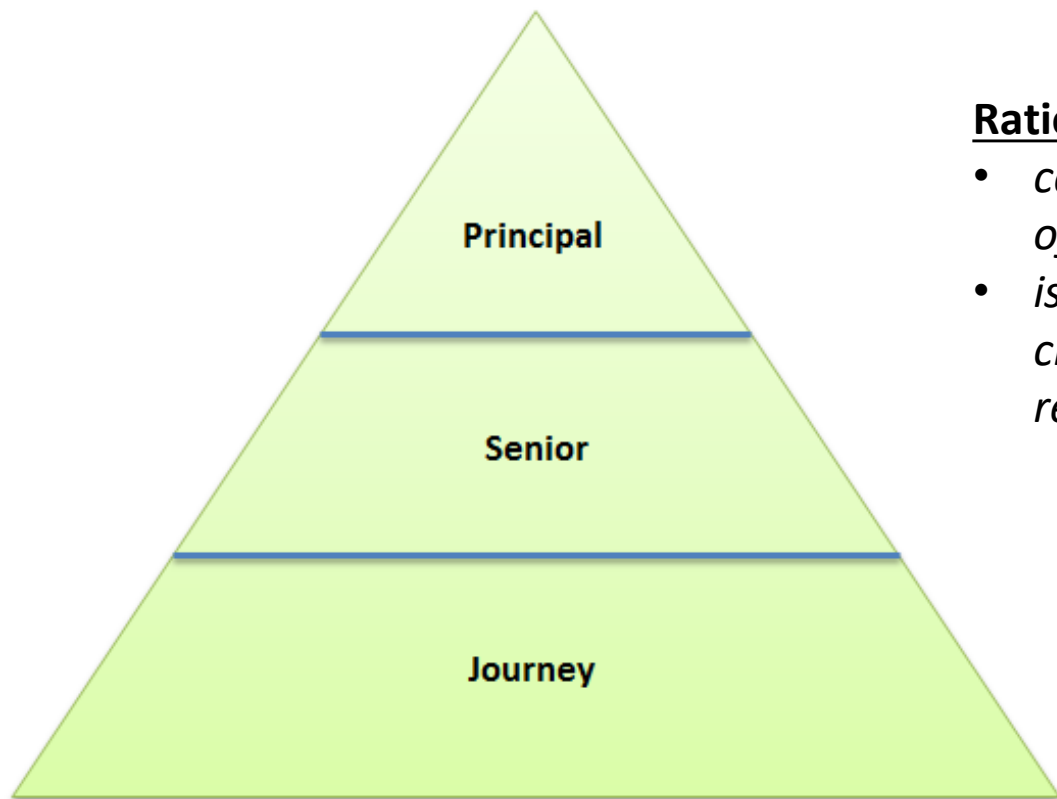


As you go higher in management, technical skills become less important as soft skills become more important.



Scope of Work

Per the illustration, while the journey, senior and principal may all be able to do 100% of what is needed to be performed for the position, if only 80% of the scope of the classification is being utilized by the senior and only 60% for the Principal, then the best class match would be the journey where 100% of the class is being utilized.



Ratio of Positions by Level

- *can perform the work required of the position*
- *is the best match (i.e., most closely conforms to the work required of the position)*