



STRENGTH OF THE STATE

WASHINGTON COUNTY
JOB EVALUATION COMMITTEE

To: Beck Lewallen, Angela Wood, Patrick Deakins, Jay Cantrell, Russell Hill, Bobby Hill, Kyle Sylvester, Roger Morris, Matt Durrett
From: Patty Burchett, HR Director
Subject: Job Evaluation Committee Agenda

There will be an in person meeting held on Monday, March 27, 2023 at 3:30 pm in the 5th Floor Conference Room; below is the agenda for this meeting.

AGENDA

March 27, 2023

LOCATION: 5th Floor Courthouse Conference Room

- I. Continued Business:
 - a. Approval of Meeting Minutes from February 27, 2023 JESAP Meeting.
- II. New Business:
 - a. Vacation Policy Proposal
 - b. Prosecuting Attorney Re-grade of PCN#0416004 Victim Assistance Program Director from a grade 13 to 17.
 - c. Prosecuting Attorney Re-grade of PCN#0416011 Domestic Violence Victim Assistance Coordinator from a grade 10 to 12.
 - d. Prosecuting Attorney Re-grade of PCN#0416017 Bilingual Victim Assistance Coordinator from a grade 9 to 12.

Current Prosecuting Attorney Titles	Current PCN	Current Grade	New Grade
Victim Assistance Program Director	0416004	13	17
Domestic Violence Victim Assistance Coordinator	0416011	10	12
Bilingual Victim Assistance Coordinator	0416017	9	12

- e. Circuit Court III Re-grade of PCN#0403021 Executive Assistant – Juvenile Court from a grade 8 to 10
- f. Circuit Court III New position created entitled Lead Juvenile Officer/Community Liaison PCN# 0403015, graded 15

Current Circuit Court III Titles	Current PCN	New Title	New PCN	Current Grade	New Grade
Executive Assistant	0403021	N/A	N/A	08	10
Lead Juvenile Officer	0403003	Lead Juvenile Officer/Community Liaison	0403015	13	15



STRENGTH OF THE STATE

- g. Assessor request for a title change of the current PCN#0105002 Chief Deputy Assessor to PCN#0105005 Chief of Staff Assessor.
- h. Assessor request for increase to part-time salaries for two employees.
- i. Collector request for re-grading approval and titles changes of PCN#0104002, 0104050, 0104003, 0104080, 0104004, 0104005, 0104006, 0104070, 0104071
- j. Collector request for re-grading increase of 5% to PCN#0104002, 0104003, 0104050, 0104080
- k. Collector request to provide a 5% merit increase to employee in PCN#0104003.

Current Collector Titles	Current PCN	New Title	New PCN	Current Grade	New Grade
Chief Deputy	0104002	N/A	N/A	17	19
Deputy III Collector	0104050	Assistant Chief Deputy	0104011	11	15
Head Bookkeeper	0104003	Bookkeeper	0104012	14	16
Deputy III Bookkeeper	0104070	Assistant Bookkeeper	0104013	10	11
Deputy II Assistant Bookkeeper	0104071	Bookkeeping Clerk	0104014	9	10
Data Processing Clerk	0104005	N/A	N/A	10	11
Assistant Data Processing Clerk/Emp. Trainer	0104006	Assistant Data Processing Clerk	0104015	6	7
Data Base Analyst	0104004	N/A	N/A	11	12
Tax Enforcement Manager	0104080	N/A	N/A	12	14

- l. IT Department request to change titles of 6 positions
- m. IT Department request for a new position PCN#0115011 Network Administrator to be created that will replace existing 0115020 in the budget \$12,342.69 will need to be added to accommodate the creation of this new position due to restructuring.

Current IT Titles	Current PCN	New Title	New PCN	Current Grade	New Grade
Network and Computer Administrator	0115003	Systems Administrator	0115005	23	N/A
911 Deputy Director	0115065	GIS Analyst	0115006	13	N/A
Desktop Support Technician	0115060/ 0115061	IT Support Specialist	0115007/ 0115008	13	N/A
Senior Programmer and Systems Analyst	0115010	Database Administrator and Project Coordinator	0115004	23	N/A
Senior Programmer / Analyst	0115063	Senior Systems Analyst	0115009	18	N/A
Software Support Specialist	0115020	Network Administrator	0115011	N/A	23



Date of Meeting: February 27, 2023

Location of Meeting: 5th Floor Conference Room Washington County Courthouse @3:45pm

Members: *JP Lisa Ecke, County Collector Angela Wood, County Clerk Becky Lewallen, HR Director Patty Burchett, County Judge Patrick Deakins, Sheriff Jay Cantrell, Chief of Staff Lance Johnson*

Members that did not attend: *Road Department Director Jeff Crowder*

Summary of Meeting – There was a quorum present.

1) Approval of meeting minutes from December 5, 2022.

Motion – Angela Wood

2nd – Lisa Ecke

2) Hiring increase for Victims Restitution Coordinator with retro-pay to hire date

Motion – Angela Wood

2nd – Lisa Ecke

3) Hiring pay high than the minimum for the Administrative Assistant

*Original title on agenda (Assistant Hot Check Administrator) was amended to reflect the correct requested change for the Administrative Assistant. This was an error on the Elected Officials part that was pointed out during the meeting.

Motion – Lisa Ecke

2nd – Jay Cantrell

4) Circuit Court III hiring increase for the new Juvenile Intake Officer to the top of the 1st quartile

Motion – Lisa Ecke

2nd – Jay Cantrell

5) Circuit Court III hiring increase for the new Juvenile Probation Officer higher than the minimum for the grade

Motion – Lisa Ecke

2nd – Angela Wood

6) Circuit Clerk promotional increase for the Child Support Administrator



Motion – Lisa Ecke
2nd – Angela Wood

7) Circuit Clerk pay increase for Deputy Circuit Clerk III employee.

Motion – Lisa Ecke
2nd – Jay Cantrell

Motion to Adjourn:

Motion – Jay Cantrell
2nd – Angela Wood

5.05 VACATION

The purpose of this policy is to establish uniform guidelines for the accrual, use and payout of vacation leave for regular full-time and part-time employees.

- A. All regular full-time and part-time employees are eligible for vacation leave accrual.
- B. Seasonal and temporary employees are not eligible for vacation leave accrual.
- C. Uniformed law enforcement employees are eligible for vacation leave accrual.

Vacation leave is available for use once it has been accrued following their eligibility period.

Policies concerning vacation time for all employees in no way alters Washington County's at-will employment policy as described in this Personnel Handbook.

Accruals

Vacation is accrued on a monthly basis. Eligible employees will be able to begin utilizing their vacation accruals following a six month eligibility period from their hire date. The rate of vacation accrual shall be stair-stepped in order to reward longevity, per the annual vacation accrual schedules below:

<u>Years of Service</u>	<u>Regular Full-Time</u>	<u>Uniformed Officers</u>	<u>Part-Time</u>	<u>Seasonal & Temporary</u>
1 - 2 years	84 hrs.	126 hrs.	36 hrs.	0 hrs.
3+ years	120 hrs.	180 hrs.	60 hrs.	0 hrs.
10+ years	168 hrs.	192 hrs.	120 hrs.	0 hrs.
20+ years	204 hrs.	240 hrs.	168 hrs.	0 hrs.

To the extent it differs from the procedure set forth, the uniformed law enforcement employees shall accrue vacation days in accordance with the provisions set forth in the relevant Arkansas statutes, if any.

Maximum Accrual

The employees calendar year* will be based on the employees most recent hire date in their eligible position that they hold.

At times there are circumstances where employees are not able to utilize all of their allotted vacation time within a calendar year; to accommodate this employees will be allowed to carry over into the next calendar year up to 80 hours of unused time.

- Employee will be allowed to accrue the maximum amount for their years of service in addition to maintaining a carryover balance of up to 80 hours.

- When employment has ended the carryover balance will only be paid out in the event that the maximum accrued amount has not been exceeded (This is covered in payout section).
- Excess vacation that exceeds the maximum accrual amounts will be lost on the employee's anniversary date each year.

*For purposes of accrual calculations, an employee's calendar year will be based off of their current hire date with the County. Every employee's accrual rates will accumulate on a rolling calendar.

Suspension of Accrual

Employees on unpaid status* will have their vacation leave accrual suspended the first of the month following the beginning of said status, with the exception of unpaid status due to Worker's Compensation.

*Unpaid Status: Unpaid status typically refers to when an employees is on an approved FMLA, Catastrophic, or Workers Compensation leave. This also applies to a leave without pay status.

Usage

An employee who is hired with the County on or prior to the 15th day of any month, or separates from service on or after the 16th day of any month, shall earn vacation leave for that month.

Employees are encouraged to utilize their vacation and Department Heads or Elected Officials should make their best efforts to accommodate employee requests when they can.

- With the exception of FMLA or ADA, employees shall not be allowed to take in excess of 10 consecutive vacation days without the prior written approval of their elected official or department head.
- To be authorized for leave under this policy, an employee must make his/her request to the appropriate supervisor according to the procedures established by their Elected Official.
- Each elected official and department head will be responsible for enforcing the rules and procedures for requesting the use of vacation.
- An employee who fails to comply with departmental procedures for the notification and scheduling of vacation leave may be denied paid leave and be subject to disciplinary action, up to and including termination of employment.

Washington County policy* requires all applicable leave be used prior to authorizing an unpaid leave of absence. In accordance with this directive, vacation time and other leaves (except sick time) will be automatically substituted when there is an insufficient balance of a requested leave. In the case of FMLA, sick leave will automatically be used first based on the FMLA policy set-forth by Washington County.

* The County reserves the right to alter vacation schedules.

Pay Outs

Full-time, uniformed law enforcement officers and part-time employees transferring to a seasonal or temporary position will be paid for any, unused vacation at the time of transfer.

- Accruals will be carried over if an employee transfers from a regular full-time position to a uniformed law enforcement officer or part-time classified position unless accrued time

exceeds the maximum allowed. In these circumstances the difference of the allowed time will be paid out to the employee at the time of transfer at their previous rate of pay.

- Employees will be paid for accumulated, unused vacation time upon separation of employment, if the separation was not as a result of disciplinary action.
- Employees are required to work their final day of employment to be eligible for payout*.
- An employee that is out on approved Catastrophic Leave or FMLA will be paid out for their remaining vacation time if they are not able to return due to medical reasons; documentation is required prior to payout being granted. However, employees will only be paid for the amount of vacation that has accrued to date as well as the difference for the entire current calendar year if that employee has carryover accrual time to equal the full amount**.
- If business operations allow for it then the employee may be required by their Department Head or Elected Official to take their accrued time off prior to their retirement date.
- Elected Officials have the discretion over procedural stipulations with the exception of unpaid status procedures pertaining to payouts and usage.

*This requirement for law enforcement personnel will be at the discretion of the Sheriff due to court related issues that may arise.

**An employee with an initial hire date of January 1, 2019 with 50 hours of carryover vacation retires on June 16, 2022. So far this employee has accumulated 60 hours of vacation time, therefore the total hours owed for vacation accrual payout to this employee is 110 hours. However, if the employee had terminated in August of the same year and they still had the same 50 hour carryover with a new accumulated amount of 80 hours then the maximum payout for this employee would only be 120 hours.

Grandfathering

There will be a compliance period where employees who are currently active upon this policy being passed will have a full year from that date of passage to come into compliance with accrual amounts. The full year is independent of your calendar year* as defined in this policy.

Prosecutor - position increase request																
03.23.2023																
FUND 1000																
*as of PP2301080																
*beginning PP 2301090																
PCN	NAME	2023 FINAL BUDGET SALARY	CURRENT HOURLY RATE	CURRENT GRADE	EXPECTED HOURS PAID YTD	EXPECTED SALARY PAID YTD	PROPOSED ANNUAL SALARY	PROPOSED HOURLY RATE	NEW GRADE	REMAINING PAY PERIOD HOURS	SALARY FOR REMAINDER OF YEAR	BUDGET INCREASE SALARY LINE 1001	BUDGET INCREASE FICA/MEDI	BUDGET INCREASE APERS	BUDGET INCREASE W.COMP	OVERALL TOTAL BUDGET INCREASE
0416011	THOMAS, SARAH	\$59,164.00	\$28.44	10	640	\$18,201.60	\$62,122.19	\$29.87	12	1440	\$43,012.80	\$2,050.40	\$156.86	\$314.12	\$1.68	\$2,523.06
0416017	SOTO, MARIA	\$39,219.00	\$18.85	9	640	\$12,064.00	\$43,053.21	\$20.70	12	1440	\$29,808.00	\$2,653.00	\$202.95	\$406.44	\$2.17	\$3,264.57
0416013	DUNN, JAMIE	\$41,936.00	*RETRO PAY BACK TO 1ST PP OF YEAR				\$47,395.71					\$5,459.71	\$417.67	\$836.43	\$4.47	\$6,718.28
												\$10,163.11	\$777.48	\$1,556.99	\$8.32	\$12,505.90
Ordinance Prep Lines																
		10000416.1001	SALARIES FULL TIME				\$10,163.11									
		10000416.1006	SOCIAL SECURITY MATCHING				\$777.48									
		10000416.1008	EMPLOYER RETIREMENT CONTRIBUTION				\$1,556.99									
		10000416.1010	WORKERS COMP				\$8.32									
							\$12,505.90	OVERALL TOTAL FOR ORDINANCE								



OFFICE OF THE PROSECUTING ATTORNEY

MATT DURRETT
District Prosecutor

FOURTH JUDICIAL DISTRICT
WASHINGTON AND MADISON COUNTIES

DEPUTY PROSECUTORS:

• Mieka Hatcher • Charles M. Duell • Denis Dean • Sara Swearengin • Courtney Cassidy • John Snyder • Jonathan Dixon • Brent Bryant • Dylan Weisenfels • Leta Darling •
• Corey Anderson • Joanne Clarie • Madison Woods • Lee Warden • Madison McEver • Whitney Doolittle • Hannah Bell • Maria McSperritt • Sydney Ford • Allison Anderson •

Date: February 21, 2023

To: JESAP Committee Members and Justices of the Peace
From: Matt Durrett, Prosecuting Attorney

I am writing to request a grade increase for our Victim Assistance Program Director. I have included a revised job description for the position. The job description has not been updated during my tenure as Prosecuting Attorney. I do not recall the last time the description was updated.

Dana Scott is our current Victim Assistance Program Director. She has been in that position since 1995. In that time, the needs and demands of the position have changed dramatically. In addition to that, the needs of our office have changed. The number of violent crimes have increased. Specifically, we have seen a large increase in the number of homicide cases, which take a great deal of time and care in meeting the needs of surviving family members.

Our Victim Assistance Program needs to expand to meet the growing needs of our office. We are experiencing an increase in the number of Spanish-speaking victims. We currently have three Spanish speaking employees in our office. To handle the number of calls we get from Spanish speakers. To enhance the services we provide to those members of our community, our Bi-lingual Victim Assistant is going to supervise the other Spanish speaking employees to ensure that all of our communications and activities are performed professionally and accurately.

Additionally, our office is starting an extern program in conjunction with the Social Work and Criminal Justice Departments at the University of Arkansas. Our Domestic Violence Victim Assistant will be coordinating the program, developing a protocol, and supervising the externs. That position is also adding the duty of training and assisting with the supervision of our part-time law clerks. This is being done to better streamline the process of arrest warrants being sent to our office from various law enforcement agencies. Many of these requests involve violent offenses, and our clerks need guidance and training from someone familiar with the process to properly evaluate those requests. This will allow our warrant process to become much more efficient and time-saving for our prosecutors, who currently handle those responsibilities.

In short, our Victim Assistance Program is in need of expansion. The two victim assistance who report directly to the director of our program will be responsible for

supervising and training employees in areas that were either covered by others, or not at all. I believe this is necessary to increase the efficiency of our office and, more importantly, to provide better service to victims in our community.

Therefore, I am respectfully requesting that this position receive a grade increase to accurately reflect the expansion of the program and the responsibilities of the director. In the event that this request is granted and the position receives an increase of two or more grades, Mrs. Scott will likely be well within any adjusted pay range. If that is the case, I would request a five percent pay adjustment based on the position's new responsibilities.

Very Truly Yours,

A handwritten signature in blue ink that reads "Matt Durrett". The signature is written in a cursive style with a large initial "M".

Matt Durrett
District Prosecutor

JOB

Job title	Victim Assistance Program Director
Job code	0416004
Comments	
Organizational unit	Washington County Prosecuting Attorney - 416
Global job family	Municipal / Public Services Public Administration Social Services

Summary

The *Social Services* job family is responsible for providing direct services to individuals, families, and communities in order to promote social and economic well-being. This includes providing case management, counseling, and support services to those in need. Social Job holders may also advocate on behalf of their clients, connect them with resources, and provide crisis intervention services.

Typical activities

- Provides direct service to clients in need.
- Conducts assessments to identify client needs.
- Develops and implements service plans.
- Provides crisis intervention.
- Links clients to appropriate resources and services

Synonyms or related job titles

Community Development Worker, Community Services Worker, Social Worker, Crisis Intervention Worker, Parole Officer, Probation Officer

Legacy Grade	13
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GRADING RESULT

Career	Management
Grade	17

FACTORS

Professional Knowledge

By professional knowledge, we assess the demands on the type of training required to enable the position holder to cope with job-specific tasks and situations. The required skills and knowledge consist mainly of formal qualifications and relevant work experience. Basis for this classification are acquired skills and the associated knowledge in theory and practice. The model is compatible to the levels of the European Qualification Framework EQF. The different skills at a level are comparable, but not the same. The individual specifications are based on formal degrees, but qualifications may also be obtained in other ways. Technical core competencies for the job.

6 - The position requires professional knowledge that can be obtained through an undergraduate degree or an associate degree and additional certificates

E.g. Bachelor's degrees, master craftsmen, technicians, or other comparable qualifications. For qualifications on this level the focus is on acquiring application-oriented technical or process knowledge. Technically oriented and application-oriented preliminary work on the development of new methods, mostly within a certain subject area.

Experience

This factor assesses the technical or function-specific work experience beyond the formal qualifications necessary for the position. This is based on the assumption that both professional requirements of the position and the position holder's competencies develop constantly. Relevant practical experience beyond formal qualification is thus necessary to meet the requirements of the position in its entirety. Time spent in a position after formal qualification is usually considered work experience. Work as a research fellow can also be considered to be work experience. Relevant work experience as a freelancer or internships can be regarded as adequate work experience, too. Business and organization-specific knowledge is not assessed in this factor, it is assessed separately in organizational knowledge.

5 - 5-8 years

The position requires relevant practical experience of 5 to 8 years. This level of professional experience corresponds to a performance level on which a career can stabilize for several years until retirement. Positions for senior professionals or senior administrative or technical staff are often found at this level. Depending on the content of the position the position holder has acquired good knowledge of the industry and the relevant markets over this period of time.

Cognitive Abilities / Problem Solving

This factor covers the requirements on the position holders' problem-solving skills. The demands on mental performance, recognizing interrelations and solution development increases with both the complexity of the tasks and the sources that need to be considered. It describes the requirements needed to adapt to new situations and at higher levels to develop or evaluate solutions in terms of risks, inter-dependencies and potentials.

7 - Analysis of new problems, assessment of technical information and other sources, development of new solutions

The demands on the cognitive abilities are mainly analytical and conceptual in a heterogeneous environment and require a high degree of flexibility and capacity to process information. Processing complex issues that require analyzing various sources as well as analytical and conceptual thinking to develop new solutions. Development of problem-solving methods or processes within a discipline or sub-discipline. The complexity is defined by a system or work environment with a large number of variable dimensions. Typically, full information on the individual components and their interaction is not available.

Span of Control

This factor assesses the span of control. With increasing levels, the leadership task becomes more complex and versatile. The size and diversity of controlled entities and other subordinate levels serve as an indicator. Deployment of staff and resources to achieve objectives. Evaluation of performance, evaluation of options for personnel development, motivation, possibly training. Recruitment, conflict resolution, weighing up of divergent objectives.

2 - Leading a medium-sized team (6 to 12 employees)

As a line manager the position holder has disciplinary responsibility for the operational leadership of teams of 6 to 12 employees.

Occupation group managed

This factor serves as a modifier for the span of control and takes into account the level of the managed employees. The level of the core of the managed entity provides the basis for the classification.

2 - Qualified staff, particularly fully trained or certified employees

The directly or indirectly led occupation group consists primarily of skilled employees and possibly junior professionals.

Organizational Knowledge

With this factor, the requirements on knowledge of the organization are assessed in terms of the interaction of individual units and business processes. At higher levels the knowledge extends further than the own organization and additionally covers relevant external relationships and their effects on the organization.

5 - Organizational knowledge of own field/department and its relation to the business objectives

The position requires knowledge of the structures of their own field as well as interlinked areas and their importance to the business objectives. Organizational skills at this level are generally required to perform a partially operational, but mainly tactical, functional or disciplinary management task.

Processes

This factor measures the impact of the position in running, monitoring, optimizing and developing processes. Business processes consist of a set of logically linked individual actions (tasks, activities) that are executed to achieve a business or operational goal. A process is repeatable, connected to added value, and uses resources of the organization. In case of externally operating roles the corresponding factor levels may be used accordingly.

4 - Developing new processes of department-wide significance

The developed processes have an impact on an entire department and its subordinate structures. The processes thus typically cover a distinct discipline for which the position holder is responsible and operates in. The processes may be of local to global significance. An assessment of the complexity of these processes will be provided by the next factor.

Complexity

Processes can be very diverse. To capture the complexity of the processes, and to serve as a modifier for the process ownership, this factor provides three different levels of complexity of processes within an organization.

2 - Complex processes

(Sub-) processes can build on each other or can be interlaced. Changes in one sub-process can typically have a minor impact on the whole process or other interconnected sub-processes without major changes of the final outcome.

Organizational Responsibility

The factor assesses the responsibilities of leaders from an organizational perspective. Freedom to act, position of the function within the hierarchy levels, range of disciplinary authority

Definition of terms:

Division

- consists of multiple departments, possibly international or within a matrix organisation
- may possibly have staff functions with considerable functional responsibility outside of teams

Department

- consists of multiple teams, possibly international or within a matrix organisation
- may possibly have specialist functions outside of teams

Team

- group of multiple employees, irrespective of their qualification

2 - Direct disciplinary responsibility for the own department (2nd management-level) and indirect responsibility for subordinate teams

The disciplinary responsibility extends to the directly led employees and leaders and their subordinate teams. Technical and operational decisions are related to the work of directly or indirectly associated groups or teams. Beyond assigned staff functions, organizational units are led by their own leaders. Generally self-reliant. Oriented to higher-level objectives. Typically corresponds to middle management / the level of department heads. May include the level of divisional managers in smaller and medium-sized organizations, if not multiple levels of hierarchy are managed.

Scope of Decisions

This factor assesses the significance of the decisions the position holder is directly responsible for in terms of geographic coverage levels. At the lowest level the decisions are of local or regional importance, at the highest level the decisions have an impact on key areas of an organization with global significance. Normal operative execution of decisions should not be evaluated here.

1 - Scope of the decisions is at national or regional level

The decisions have an impact on the particular region in which the position holder is located. The homeland and directly adjacent countries, where the organization operates to a limited extent, are understood as region.

Communication

By the requirements on communication abilities, we assess the nature and influence of the interaction with internal and external communication partners. The aim of the interaction is the exchange of technical information, influence or negotiations. The ability to interact with individuals and groups successfully is based on intercultural competence

and social skills. This category covers the interpersonal skills considered relevant to the job evaluation requirements.

4 - Strong communication skills and empathy to communicate complex issues

Adequate social and intercultural competences are required. The position holder is able to motivate and positively influence others in his/her interactions. Complex issues processed in a target-group-oriented manner. Constant exchange and intensive networking within the organization and/or with customers and/or with partners. The complexity arises from the different hierarchical and / or professional levels and cultural backgrounds of the recipients. For example, attendance at professional conferences and meetings as well as the publication of scientific articles. Participation in and holding negotiations can be part of the position.



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Date: January 27, 2023

To: JESAP Committee Members and Justices of the Peace
From: Matt Durrett, Prosecuting Attorney

I am writing to request a grade increase for our Domestic Violence Victim Assistance Coordinator. I have included a revised job description for the position. The job description has not been updated during my tenure as Prosecuting Attorney. I believe the last time it was updated was 2012.

Sarah Thomas is our current Domestic Violence Victim Assistant. She has been in that position for nearly twenty years. During that time, the job has changed fairly drastically. In addition to that, the needs of our office have changed as well. The number of cases have increased, especially in the area of domestic-related homicides, which take a great deal of time and care in meeting the needs of surviving family members.

The main issue, though, is meeting growing needs for our office. With the increase in caseload numbers, we have decided to start an extern program in our office. This is in conjunction with the University of Arkansas. Externs will provide a valuable resource to our Victim Assistance program, while receiving hands-on experience in their chosen field of education. This position will be responsible for running that program.

As Volunteer Coordinator, Mrs. Thomas, as well as anyone who may follow after her, will have the added duties of supervising and training the externs in this program. She will be responsible for coordinating with the Social Work and Criminal Justice departments and the university to develop a protocol for the program. She will then implement that protocol and monitor the effectiveness of the students who are involved.

In addition to that, this position will also be in charge of training and assisting with the supervision of our part-time law clerks. We have seen an increase in the number of arrest warrant requests sent to our office from various law enforcement agencies. Since many of these requests involve violent offenses, our law clerks need guidance and training from someone familiar with the process in order to effectively evaluate these requests. This position will be responsible for training clerks on the proper evaluation of violent crime reports, evidence gathering, victim contact, and

referral to the appropriate Victim Assistance Coordinator. This will greatly increase the efficiency of our warrant process, and allow our clerks to get these done in a much more timely fashion. This would entail the training and supervision of three to four clerks a year.

Therefore, I am respectfully requesting that this position receive a grade increase to accurately reflect the new duties the position will be taking on. Additionally, in the event that this position receives an increase of two or more grades, Mrs. Thomas will still be within any adjusted pay range. If that is the case, I would request a five percent pay adjustment based on the position's new responsibilities.

Very Truly Yours,

A handwritten signature in cursive script, appearing to read "Matt Durrett".

Matt Durrett
District Prosecutor

JOB

Job title	Domestic Violence Victim Assistance Coordinator
Job code	0416011
Comments	
Organizational unit	Washington County Prosecuting Attorney - 416
Global job family	Municipal / Public Services Public Administration Social Services

Summary

The *Social Services* job family is responsible for providing direct services to individuals, families, and communities in order to promote social and economic well-being. This includes providing case management, counseling, and support services to those in need. Social Job holders may also advocate on behalf of their clients, connect them with resources, and provide crisis intervention services.

Typical activities

- Provides direct service to clients in need.
- Conducts assessments to identify client needs.
- Develops and implements service plans.
- Provides crisis intervention.
- Links clients to appropriate resources and services

Synonyms or related job titles

Community Development Worker, Community Services Worker, Social Worker, Crisis Intervention Worker, Parole Officer, Probation Officer

Legacy Grade	10
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GRADING RESULT

Career	Individual Contribution
Grade	12

FACTORS

Professional Knowledge

By professional knowledge, we assess the demands on the type of training required to enable the position holder to cope with job-specific tasks and situations. The required skills and knowledge consist mainly of formal qualifications and relevant work experience. Basis for this classification are acquired skills and the associated knowledge in theory and practice. The model is compatible to the levels of the European Qualification Framework EQF. The different skills at a level are comparable, but not the same. The individual specifications are based on formal degrees, but qualifications may also be obtained in other ways. Technical core competencies for the job.

6 - The position requires professional knowledge that can be obtained through an undergraduate degree or an associate degree and additional certificates

E.g. Bachelor's degrees, master craftsmen, technicians, or other comparable qualifications. For qualifications on this level the focus is on acquiring application-oriented technical or process knowledge. Technically oriented and application-oriented preliminary work on the development of new methods, mostly within a certain subject area.

Experience

This factor assesses the technical or function-specific work experience beyond the formal qualifications necessary for the position. This is based on the assumption that both professional requirements of the position and the position holder's competencies develop constantly. Relevant practical experience beyond formal qualification is thus necessary to meet the requirements of the position in its entirety. Time spent in a position after formal qualification is usually considered work experience. Work as a research fellow can also be considered to be work experience. Relevant work experience as a freelancer or internships can be regarded as adequate work experience, too. Business and organization-specific knowledge is not assessed in this factor, it is assessed separately in organizational knowledge.

3 - 1-3 years

In addition to the knowledge acquired in the qualification time, the position requires first or advanced practical experience of 1-3 years. Depending on the position's focus and if it is necessary for the fulfilment of the task, basic industry or market knowledge is acquired during this period.

Cognitive Abilities / Problem Solving

This factor covers the requirements on the position holders' problem-solving skills. The demands on mental performance, recognizing interrelations and solution development increases with both the complexity of the tasks and the sources that need to be considered. It describes the requirements needed to adapt to new situations and at higher levels to develop or evaluate solutions in terms of risks, inter-dependencies and potentials.

4 - Known solutions and technical expertise are applied to recurring problems

The demands on the cognitive abilities are largely procedural, partly analytical, and require flexibility in the choice of solutions in a homogeneous context. The frame of the potential problems is known and there are sample solutions, procedures or algorithms for problem solving. This action orientation requires various methods that are to be used sensibly and purposefully depending on the situation. For example, following a decision tree for fault finding in electronic devices or simple repairs on machines.

People Responsibility

This factor describes the position's influence on other people's actions. As a specialist, the focus lies on professional responsibility for training, development and mentoring of colleagues. Thus both technical and social aspects of cooperation and responsibility for others are to be assessed. The status / role within the organizational structure or the status of the position in the network of relationships within the organization can be of high relevance. Both technical and social aspects of responsibility for others and the degree of interconnectedness in the organization are considered in this factor.

3 - Coordination of a team

The position holder typically takes over coordination task within a group, but without disciplinary authority and spends most of the working time as an individual contributor with comparable or similar operative tasks as the other group members.

Organizational Knowledge

With this factor, the requirements on knowledge of the organization are assessed in terms of the interaction of individual units and business processes. At higher levels the knowledge extends further than the own organization and additionally covers relevant external relationships and their effects on the organization.

3 - Operative organizational knowledge within a department

The position requires operational knowledge on how individual groups or contributors cooperate within a department as well as knowledge on the coordination of resources. Furthermore, operational knowledge for interacting with teams from other areas is required. Organizational skills at this level are generally required to perform a clearly defined, operational, functional or disciplinary management task.

Processes

This factor measures the impact of the position in running, monitoring, optimizing and developing processes. Business processes consist of a set of logically linked individual actions (tasks, activities) that are executed to achieve a business or operational goal. A process is repeatable, connected to added value, and uses resources of the organization. In case of externally operating roles the corresponding factor levels may be used accordingly.

3 - Optimizing existing processes, participation in the development of new processes

Adaptation of existing processes to other situations. The extended objective is to suggest improvements and analyze process times, process costs and process quality, and to identify requirements for new processes. Process optimization is a regular and important part of the position. Regularly means that attached (sub-) processes are analyzed at least once a year and adjusted if necessary. This is typically the first level of process ownership. An assessment of the complexity of these processes will be provided by the next factor.

Complexity

Processes can be very diverse. To capture the complexity of the processes, and to serve as a modifier for the process ownership, this factor provides three different levels of complexity of processes within an organization.

2 - Complex processes

(Sub-) processes can build on each other or can be interlaced. Changes in one sub-process can typically have a minor impact on the whole process or other interconnected sub-processes without major changes of the final outcome.

Functional Responsibility

By functional responsibility we assess the decision scope and freedom of action of the position. Independence in the performance of tasks and the direct or indirect responsibility for a task field are indicators to assess the

importance of the position in relation to the achievement of goals. The area of influence of the position within the organizational unit and in relation to other units is considered. Ability to influence final results.

3 - Making operational-technical decisions affecting the work of the own group

Making decisions that affect the work of their own group/team. Freedom to act within a framework of general guidelines.

Scope of Decisions

This factor assesses the significance of the decisions the position holder is directly responsible for in terms of geographic coverage levels. At the lowest level the decisions are of local or regional importance, at the highest level the decisions have an impact on key areas of an organization with global significance. Normal operative execution of decisions should not be evaluated here.

1 - Scope of the decisions is at national or regional level

The decisions have an impact on the particular region in which the position holder is located. The homeland and directly adjacent countries, where the organization operates to a limited extent, are understood as region.

Communication

By the requirements on communication abilities, we assess the nature and influence of the interaction with internal and external communication partners. The aim of the interaction is the exchange of technical information, influence or negotiations. The ability to interact with individuals and groups successfully is based on intercultural competence and social skills. This category covers the interpersonal skills considered relevant to the job evaluation requirements.

4 - Strong communication skills and empathy to communicate complex issues

Adequate social and intercultural competences are required. The position holder is able to motivate and positively influence others in his/her interactions. Complex issues processed in a target-group-oriented manner. Constant exchange and intensive networking within the organization and/or with customers and/or with partners. The complexity arises from the different hierarchical and / or professional levels and cultural backgrounds of the recipients. For example, attendance at professional conferences and meetings as well as the publication of scientific articles. Participation in and holding negotiations can be part of the position.



OFFICE OF THE PROSECUTING ATTORNEY

MATT DURRETT
District Prosecutor

FOURTH JUDICIAL DISTRICT
WASHINGTON AND MADISON COUNTIES

DEPUTY PROSECUTORS:

• Mieka Hatcher • Charles M. Duell • Denis Dean • Sara Swearingin • Courtney Cassidy • John Snyder • Jonathan Dixon • Brent Bryant • Dylan Weisenfels • Leta Darling •
• Corey Anderson • Joanne Clarie • Madison Woods • Lee Warden • Madison McEver • Whitney Doolittle • Hannah Bell • Maria McSperritt • Sydney Ford • Allison Anderson •

Date: January 26, 2023

To: JESAP Committee Members and Justices of the Peace
From: Matt Durrett, Prosecuting Attorney

I am writing to request a grade increase for our Bi-Lingual Victim Assistance Coordinator. I have included a revised job description for the position. To the best of my knowledge, the last time the job description was updated was three or four years ago, when we added the requirement that the position have at least a bachelor's degree.

Our current bi-lingual victim assistant is Maria Soto. She has worked in that position for approximately four years. In that time, the position was changed and new needs for it have arisen. We have seen a dramatic increase in the number of Spanish-speaking victims and witnesses for whom our offices provides services. The increase has been to the extent that we now have three Spanish-speaking employees to handle the number of calls we get.

In order to enhance the services we provide, many of which are required by Arkansas law, it is in the best interest of this office to have someone coordinate the efforts. Therefore, Ms. Soto, or anyone who later fills that position, will be responsible for supervising all Spanish-speaking employees in our office. She will ensure that all communications and activities are performed professionally and ethically, and that they comply with the requirements of Arkansas law.

This will allow us to better coordinate responses and engage in best practices so that we can provide the services that Spanish-speaking victims and witnesses deserve. Primarily, she will be responsible for ensuring that our office is providing the most effective and accurate use of bi-lingual skills. She will be supervising, at a minimum, of two employees, although I would expect that number to increase and the need does.

Therefore, I am respectfully requesting that this position receive a grade increase to accurately reflect the new duties the position will be taking on.

Very Truly Yours,

A handwritten signature in blue ink that reads "Matt Durrett".

Matt Durrett
District Prosecutor

JOB

Job title	Bi-Lingual Victims Assistant Coordinator
Job code	0417017
Comments	
Organizational unit	Washington County Prosecuting Attorney - 416
Global job family	Municipal / Public Services Public Administration Social Services

Summary

The *Social Services* job family is responsible for providing direct services to individuals, families, and communities in order to promote social and economic well-being. This includes providing case management, counseling, and support services to those in need. Social Job holders may also advocate on behalf of their clients, connect them with resources, and provide crisis intervention services.

Typical activities

- Provides direct service to clients in need.
- Conducts assessments to identify client needs.
- Develops and implements service plans.
- Provides crisis intervention.
- Links clients to appropriate resources and services

Synonyms or related job titles

Community Development Worker, Community Services Worker, Social Worker, Crisis Intervention Worker, Parole Officer, Probation Officer

Legacy Grade	09
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GRADING RESULT

Career	Individual Contribution
Grade	12

FACTORS

Professional Knowledge

By professional knowledge, we assess the demands on the type of training required to enable the position holder to cope with job-specific tasks and situations. The required skills and knowledge consist mainly of formal qualifications and relevant work experience. Basis for this classification are acquired skills and the associated knowledge in theory and practice. The model is compatible to the levels of the European Qualification Framework EQF. The different skills at a level are comparable, but not the same. The individual specifications are based on formal degrees, but qualifications may also be obtained in other ways. Technical core competencies for the job.

6 - The position requires professional knowledge that can be obtained through an undergraduate degree or an associate degree and additional certificates

E.g. Bachelor's degrees, master craftsmen, technicians, or other comparable qualifications. For qualifications on this level the focus is on acquiring application-oriented technical or process knowledge. Technically oriented and application-oriented preliminary work on the development of new methods, mostly within a certain subject area.

Bachelor's degree in social work, criminal justice, or a related field. At least one year experience as employee or intern working in a social services setting.

Experience

This factor assesses the technical or function-specific work experience beyond the formal qualifications necessary for the position. This is based on the assumption that both professional requirements of the position and the position holder's competencies develop constantly. Relevant practical experience beyond formal qualification is thus necessary to meet the requirements of the position in its entirety. Time spent in a position after formal qualification is usually considered work experience. Work as a research fellow can also be considered to be work experience. Relevant work experience as a freelancer or internships can be regarded as adequate work experience, too. Business and organization-specific knowledge is not assessed in this factor, it is assessed separately in organizational knowledge.

3 - 1-3 years

In addition to the knowledge acquired in the qualification time, the position requires first or advanced practical experience of 1-3 years. Depending on the position's focus and if it is necessary for the fulfilment of the task, basic industry or market knowledge is acquired during this period.

Cognitive Abilities / Problem Solving

This factor covers the requirements on the position holders' problem-solving skills. The demands on mental performance, recognizing interrelations and solution development increases with both the complexity of the tasks and the sources that need to be considered. It describes the requirements needed to adapt to new situations and at higher levels to develop or evaluate solutions in terms of risks, inter-dependencies and potentials.

4 - Known solutions and technical expertise are applied to recurring problems

The demands on the cognitive abilities are largely procedural, partly analytical, and require flexibility in the choice of solutions in a homogeneous context. The frame of the potential problems is known and there are sample solutions, procedures or algorithms for problem solving. This action orientation requires various methods that are to be used sensibly and purposefully depending on the situation. For example, following a decision tree for fault finding in electronic devices or simple repairs on machines.

People Responsibility

This factor describes the position's influence on other people's actions. As a specialist, the focus lies on professional responsibility for training, development and mentoring of colleagues. Thus both technical and social aspects of cooperation and responsibility for others are to be assessed. The status / role within the organizational structure or the status of the position in the network of relationships within the organization can be of high relevance. Both technical and social aspects of responsibility for others and the degree of interconnectedness in the organization are considered in this factor.

2 - Instruction of new colleagues

Position holder provides mostly informal orientation on the job for less experienced colleagues.

3 vs 4 tbd

Organizational Knowledge

With this factor, the requirements on knowledge of the organization are assessed in terms of the interaction of individual units and business processes. At higher levels the knowledge extends further than the own organization and additionally covers relevant external relationships and their effects on the organization.

3 - Operative organizational knowledge within a department

The position requires operational knowledge on how individual groups or contributors cooperate within a department as well as knowledge on the coordination of resources. Furthermore, operational knowledge for interacting with teams from other areas is required. Organizational skills at this level are generally required to perform a clearly defined, operational, functional or disciplinary management task.

Processes

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Complexity

Processes can be very diverse. To capture the complexity of the processes, and to serve as a modifier for the process ownership, this factor provides three different levels of complexity of processes within an organization.

2 - Complex processes

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Functional Responsibility

By functional responsibility we assess the decision scope and freedom of action of the position. Independence in the performance of tasks and the direct or indirect responsibility for a task field are indicators to assess the importance of the position in relation to the achievement of goals. The area of influence of the position within the organizational unit and in relation to other units is considered. Ability to influence final results.

3 - Making operational-technical decisions affecting the work of the own group

Making decisions that affect the work of their own group/team. Freedom to act within a framework of general guidelines.

Scope of Decisions

This factor assesses the significance of the decisions the position holder is directly responsible for in terms of geographic coverage levels. At the lowest level the decisions are of local or regional importance, at the highest level the decisions have an impact on key areas of an organization with global significance. Normal operative execution of decisions should not be evaluated here.

1 - Scope of the decisions is at national or regional level

The decisions have an impact on the particular region in which the position holder is located. The homeland and directly adjacent countries, where the organization operates to a limited extent, are understood as region.

Communication

By the requirements on communication abilities, we assess the nature and influence of the interaction with internal and external communication partners. The aim of the interaction is the exchange of technical information, influence or negotiations. The ability to interact with individuals and groups successfully is based on intercultural competence and social skills. This category covers the interpersonal skills considered relevant to the job evaluation requirements.

3 - The position requires very good communication skills and social skills

Subjects of various nature and complexity processed in a target-group-oriented manner. The position holder is in constant exchange within the organization and/or with customers and/or with partners concerning complex issues. This factor is usually chosen to evaluate 2nd level support in a call center that requires the exchange of information of higher complexity.

Circuit Clerk III Zimmerman - 2023 Position Increase Request																			
03.21.2023																			
FUND 1000																			
PCN	NAME	2023 FINAL BUDGET SALARY	CURRENT HOURLY RATE	CURRENT GRADE	EXPECTED HOURS PAID YTD	EXPECTED SALARY PAID YTD	PROPOSED ANNUAL SALARY	PROPOSED HOURLY RATE	NEW GRADE	REMAINING PAY PERIOD HOURS	SALARY FOR REMAINDER OF YEAR	BUDGET INCREASE SALARY LINE 1001	BUDGET INCREASE FICA/MEDI	BUDGET INCREASE APERS	BUDGET INCREASE W.COMP	OVERALL TOTAL BUDGET INCREASE			
0403013	COX, SAMANTHA	\$41,794.00	\$20.09	11			\$43,680.00	\$21.00				\$1,886.00	\$144.28	\$288.94	\$1.54	\$2,320.76			
0403020	GARCIA, CLARA	\$43,054.00	\$20.70	12			\$48,422.40	\$23.28				\$5,368.40	\$410.68	\$822.44	\$4.40	\$6,605.92			
*hire date 3/1/2023 both emps												\$7,254.40	\$554.96	\$1,111.37	\$5.94	\$8,926.68			
												**AS OF PP2301080		**PP2301090					
PCN	NAME	2023 FINAL BUDGET SALARY	CURRENT HOURLY RATE	CURRENT GRADE	EXPECTED HOURS PAID YTD	EXPECTED SALARY PAID YTD	PROPOSED ANNUAL SALARY	PROPOSED HOURLY RATE	NEW GRADE	REMAINING PAY PERIOD HOURS	SALARY FOR REMAINDER OF YEAR	BUDGET INCREASE SALARY LINE 1001	BUDGET INCREASE FICA/MEDI	BUDGET INCREASE APERS	BUDGET INCREASE W.COMP	OVERALL TOTAL BUDGET INCREASE			
0403003	THORNTON, BRITTANY	\$56,542.00	\$27.18	13	640	\$17,395.20	\$59,363.20	\$28.54	15	1440	\$41,097.60	\$1,950.80	\$149.24	\$298.86	\$1.60	\$2,400.50			
0403021	PINKSTON, JEAN	\$37,921.00	\$18.23	8	640	\$11,667.20	\$40,476.80	\$19.46	10	1440	\$28,022.40	\$1,768.60	\$135.30	\$270.95	\$1.45	\$2,176.30			
												\$3,719.40	\$284.53	\$569.81	\$3.05	\$4,576.79			
Ordinance Prep Lines																			
		10000403.1001	SALARIES FULL TIME				\$10,973.80												
		10000403.1006	SOCIAL SECURITY MATCHING				\$839.50												
		10000403.1008	EMPLOYER RETIREMENT CONTRIBUTION				\$1,681.19												
		10000403.1010	WORKERS COMP				\$8.99												
							\$13,503.47	OVERALL TOTAL FOR ORDINANCE											



STACEY A. ZIMMERMAN
CIRCUIT JUDGE

STATE OF ARKANSAS
CIRCUIT COURT
FOURTH JUDICIAL CIRCUIT
JUVENILE DIVISION THREE
WASHINGTON & MADISON COUNTIES
885 CLYDESDALE DR.
FAYETTEVILLE, AR 72701
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LEIGH BRILL
Trial Court Administrator
lbrill@washingtoncountyar.gov

RICHARD FORT
Official Court Reporter
rfourt@washingtoncountyar.gov

March 22nd, 2023

Re: Circuit Court III Executive Assistant position regrade and related pay increase

Dear JESAP Committee and Quorum Court members,

It has recently become necessary to task the Executive Assistant within Circuit Court III with additional job responsibilities involving assisting myself with legal research as well as compiling statistics. As a result, my department has worked with the Human Resources department to update our Executive Assistant job description to reflect these additional duties, and to have this position regraded to ensure that the Executive Assistant is being properly compensated for these additional responsibilities.

This regrade process has recommended a change in grade for our Executive Assistant from its current Grade 8 to a Grade 10. Since this involves an increase of at least two grade levels, county policy allows for the position's pay to be increased to the minimum pay for the new Grade 10. Therefore, it is my request that this position's salary be increased to \$40,476.80 annually, the minimum pay for a Grade 10 position, which would be an increase of \$2,555.80 from their current annual pay of \$37,921.

This pay increase resulting from the increase in grade would require no additional appropriation of money from the county's General Fund into the Circuit Court III budget, just a reallocation within the Circuit Court III payroll budget to move some of the funds from a currently vacant Juvenile Officer position into this Executive Assistant position to cover the regrade-related pay increase. This vacant position from which these funds will be pulled will remain vacant for the remainder of this year.

Thank you for your consideration.


Honorable Stacey Zimmerman
Circuit Judge
Washington County Juvenile Court, Division III

JOB

Job title	Executive Assistant
Job code	0403021
Comments	
Organizational unit	Washington County Circuit Court III - 403
Global job family	Business Administration Secretarial / Business Assistance

Summary

The *Secretarial / Business Assistance* job family supports company executives, people managers and other individuals in a variety of ways, including receiving, screening, and directing calls, maintaining records and calendars, and arranging plans for meetings and travel.

Job holders may use business software to create reports, presentations, meeting minutes, correspondences, and more. They may also help develop secretarial standards and policies to be used within the organization.

Typical Activities

- Supports executives, teams and managers by managing communications, maintaining records, scheduling, and planning.
- Creates, manages, and edits a variety of essential business documents, such as presentations, reports, and meeting minutes.
- Consistently works in a friendly, confidential manner, ensuring sensitive data remains secure.

Synonyms or related job titles:

Secretary, Team Assistant, Office Assistant, Executive Assistant, Administrative Assistant, Administrative Specialist, Administrative Support Assistant, Administrative Technician, Department Secretary, Office Assistant, Staff Assistant

Legacy Grade	08
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GRADING RESULT

Career	Individual Contribution
Grade	10

FACTORS

Professional Knowledge

By professional knowledge, we assess the demands on the type of training required to enable the position holder to cope with job-specific tasks and situations. The required skills and knowledge consist mainly of formal qualifications and relevant work experience. Basis for this classification are acquired skills and the associated knowledge in theory and practice. The model is compatible to the levels of the European Qualification Framework EQF. The different skills at a level are comparable, but not the same. The individual specifications are based on formal degrees, but qualifications may also be obtained in other ways. Technical core competencies for the job.

6 - The position requires professional knowledge that can be obtained through an undergraduate degree or an associate degree and additional certificates

E.g. Bachelor's degrees, master craftsmen, technicians, or other comparable qualifications. For qualifications on this level the focus is on acquiring application-oriented technical or process knowledge. Technically oriented and application-oriented preliminary work on the development of new methods, mostly within a certain subject area.

Experience

This factor assesses the technical or function-specific work experience beyond the formal qualifications necessary for the position. This is based on the assumption that both professional requirements of the position and the position holder's competencies develop constantly. Relevant practical experience beyond formal qualification is thus necessary to meet the requirements of the position in its entirety. Time spent in a position after formal qualification is usually considered work experience. Work as a research fellow can also be considered to be work experience. Relevant work experience as a freelancer or internships can be regarded as adequate work experience, too. Business and organization-specific knowledge is not assessed in this factor, it is assessed separately in organizational knowledge.

4 - 3-5 years

3-5 years of professional experience commonly mean solid professional experience. In addition to professional qualifications, solid professional experience is needed to fulfil the requirements of the position. The additional knowledge and skills acquired through solid experience provide a significant increase of knowledge in scope, depth and content. Thus the position holder can process more complex tasks compared to less experienced staff at the same level of formal qualification. Alternatively, the additional skills could be acquired by a 2-year supplementary technical training. This should be considered when assessing the factors professional knowledge and experience. The basis is usually at least a 3-year, specialized vocational training or higher education. Depending on the focus of the position, well-founded knowledge of the industry or of relevant markets is developed.

Cognitive Abilities / Problem Solving

This factor covers the requirements on the position holders' problem-solving skills. The demands on mental performance, recognizing interrelations and solution development increases with both the complexity of the tasks and the sources that need to be considered. It describes the requirements needed to adapt to new situations and at higher levels to develop or evaluate solutions in terms of risks, inter-dependencies and potentials.

5 - Solving new problems. Recombination of known solutions or technical information

The demands on the cognitive abilities are mostly of analytical nature in a homogeneous context. They require a good degree of flexibility. Based on expertise and practical skills, known solutions are recombined and applied to new problems within a certain scope of action. Practical skills describe the ability to apply clearly defined techniques and work methods to independently develop solutions for different situations and approaches. The number of variables in the work environment / system are limited.

People Responsibility

This factor describes the position's influence on other people's actions. As a specialist, the focus lies on professional responsibility for training, development and mentoring of colleagues. Thus both technical and social aspects of cooperation and responsibility for others are to be assessed. The status / role within the organizational structure or the status of the position in the network of relationships within the organization can be of high

relevance. Both technical and social aspects of responsibility for others and the degree of interconnectedness in the organization are considered in this factor.

1 - Responsibility is limited to the own position

The position holder's responsibility is limited to the own position and actions.

Organizational Knowledge

With this factor, the requirements on knowledge of the organization are assessed in terms of the interaction of individual units and business processes. At higher levels the knowledge extends further than the own organization and additionally covers relevant external relationships and their effects on the organization.

3 - Operative organizational knowledge within a department

The position requires operational knowledge on how individual groups or contributors cooperate within a department as well as knowledge on the coordination of resources. Furthermore, operational knowledge for interacting with teams from other areas is required. Organizational skills at this level are generally required to perform a clearly defined, operational, functional or disciplinary management task.

Processes

This factor measures the impact of the position in running, monitoring, optimizing and developing processes. Business processes consist of a set of logically linked individual actions (tasks, activities) that are executed to achieve a business or operational goal. A process is repeatable, connected to added value, and uses resources of the organization. In case of externally operating roles the corresponding factor levels may be used accordingly.

2 - Monitoring Processes

Operational management of end-to-end processes or sub-processes. Monitoring and communicating process performance, responsibility for the achievement of specific process objectives. Instigation of process improvements. With this factor we assess positions that monitor implementation, that are accountable and communicate the results. Adjustment needs are passed on by the position holder. Adjustments are not implemented, but possibly tested. An assessment of the complexity of these processes will be provided by the next factor.

Complexity

Processes can be very diverse. To capture the complexity of the processes, and to serve as a modifier for the process ownership, this factor provides three different levels of complexity of processes within an organization.

1 - Simple processes

The processes are clearly arranged and subject to little variation. The tasks are largely isolatable and can typically be handled conclusively by the position holder.

Functional Responsibility

By functional responsibility we assess the decision scope and freedom of action of the position. Independence in the performance of tasks and the direct or indirect responsibility for a task field are indicators to assess the importance of the position in relation to the achievement of goals. The area of influence of the position within the organizational unit and in relation to other units is considered. Ability to influence final results.

2 - The scope of action is limited to the own workplace

Making decisions that affect the own workplace, tasks and decision criteria are largely specified. Self-management according to predefined priorities.

Scope of Decisions

This factor assesses the significance of the decisions the position holder is directly responsible for in terms of geographic coverage levels. At the lowest level the decisions are of local or regional importance, at the highest level the decisions have an impact on key areas of an organization with global significance. Normal operative execution of decisions should not be evaluated here.

1 - Scope of the decisions is at national or regional level

The decisions have an impact on the particular region in which the position holder is located. The homeland and directly adjacent countries, where the organization operates to a limited extent, are understood as region.

Communication

By the requirements on communication abilities, we assess the nature and influence of the interaction with internal and external communication partners. The aim of the interaction is the exchange of technical information, influence or negotiations. The ability to interact with individuals and groups successfully is based on intercultural competence and social skills. This category covers the interpersonal skills considered relevant to the job evaluation requirements.

3 - The position requires very good communication skills and social skills

Subjects of various nature and complexity processed in a target-group-oriented manner. The position holder is in constant exchange within the organization and/or with customers and/or with partners concerning complex issues. This factor is usually chosen to evaluate 2nd level support in a call center that requires the exchange of information of higher complexity.



STACEY A. ZIMMERMAN
CIRCUIT JUDGE

STATE OF ARKANSAS
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RICHARD FOURT
Official Court Reporter
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March 22nd, 2023

Re: Circuit Court III Lead Juvenile Officer/Community Liaison position regrade and related pay increase

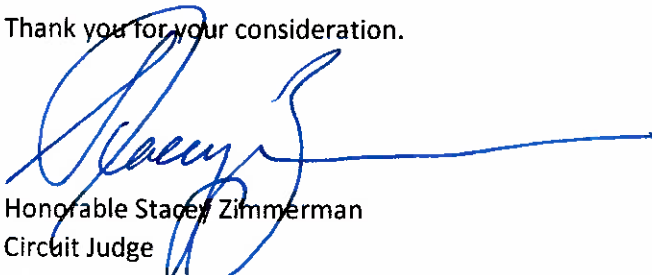
Dear JESAP Committee and Quorum Court members,

My department has worked with the Human Resources department to update the job description of one of our Lead Juvenile Officer positions to reflect the additional duties performed by this particular employee. In addition to their normal Lead Juvenile Officer duties of supervising a team of Juvenile Officers, this specific Lead Juvenile Officer also performs additional duties related to collaborating with outside agencies and community groups to provide trainings and resources and develop new partnerships and programs to benefit the families served by our Juvenile Court. As a result, this position has been retitled to Lead Juvenile Officer/Community Liaison, and the position has been regraded to ensure that the Lead Juvenile Officer/Community Liaison is being properly compensated for these additional job responsibilities.

This regrade process has recommended a change in grade for this Lead Juvenile Officer/Community Liaison position from its current Grade 13 to a Grade 15. Since this involves an increase of at least two grade levels, county policy allows for the position's salary to be increased to either the minimum for the new Grade 15, or 5% over the employee's current pay. This employee currently earns more than the minimum for a Grade 15 position, due to having served in this Lead Juvenile Officer position since 2010. Therefore, I am requesting that this position's salary be increased by 5% to \$59,363.20 annually, which would be an increase of \$2,821.20 from their current annual pay of \$56,542.

This pay increase resulting from the increase in grade would require no additional appropriation of money from the county's General Fund into the Circuit Court III budget, just a reallocation within the Circuit Court III payroll budget to move some of the funds from a currently vacant Juvenile Probation Officer position into this Lead Juvenile Officer/Community Liaison position to cover the regrade-related salary increase. This vacant position from which these funds will be pulled will remain vacant for the remainder of this year.

Thank you for your consideration.



Honorable Stacey Zimmerman
Circuit Judge
Washington County Juvenile Court, Division III

JOB

Job title Lead Juvenile Officer (**Title Change: Lead Juvenile Officer/Community Liaison**)

Job code 0403003

Comments

Organizational unit Washington County | Circuit Court III - 403

Global job family Municipal / Public Services | Public Administration | Social Services

Summary

The *Social Services* job family is responsible for providing direct services to individuals, families, and communities in order to promote social and economic well-being. This includes providing case management, counseling, and support services to those in need. Social Job holders may also advocate on behalf of their clients, connect them with resources, and provide crisis intervention services.

Typical activities

- Provides direct service to clients in need.
- Conducts assessments to identify client needs.
- Develops and implements service plans.
- Provides crisis intervention.
- Links clients to appropriate resources and services

Synonyms or related job titles

Community Development Worker, Community Services Worker, Social Worker, Crisis Intervention Worker, Parole Officer, Probation Officer

Legacy Grade 13

GRADING RESULT

Career Management

Grade 15

FACTORS

Professional Knowledge

By professional knowledge, we assess the demands on the type of training required to enable the position holder to cope with job-specific tasks and situations. The required skills and knowledge consist mainly of formal qualifications and relevant work experience. Basis for this classification are acquired skills and the associated knowledge in theory and practice. The model is compatible to the levels of the European Qualification Framework EQF. The different skills at a level are comparable, but not the same. The individual specifications are based on formal degrees, but qualifications may also be obtained in other ways. Technical core competencies for the job.

6 - The position requires professional knowledge that can be obtained through an undergraduate degree or an associate degree and additional certificates

E.g. Bachelor's degrees, master craftsmen, technicians, or other comparable qualifications. For qualifications on this level the focus is on acquiring application-oriented technical or process knowledge. Technically oriented and application-oriented preliminary work on the development of new methods, mostly within a certain subject area.

Experience

This factor assesses the technical or function-specific work experience beyond the formal qualifications necessary for the position. This is based on the assumption that both professional requirements of the position and the position holder's competencies develop constantly. Relevant practical experience beyond formal qualification is thus necessary to meet the requirements of the position in its entirety. Time spent in a position after formal qualification is usually considered work experience. Work as a research fellow can also be considered to be work experience. Relevant work experience as a freelancer or internships can be regarded as adequate work experience, too. Business and organization-specific knowledge is not assessed in this factor, it is assessed separately in organizational knowledge.

5 - 5-8 years

The position requires relevant practical experience of 5 to 8 years. This level of professional experience corresponds to a performance level on which a career can stabilize for several years until retirement. Positions for senior professionals or senior administrative or technical staff are often found at this level. Depending on the content of the position the position holder has acquired good knowledge of the industry and the relevant markets over this period of time.

Cognitive Abilities / Problem Solving

This factor covers the requirements on the position holders' problem-solving skills. The demands on mental performance, recognizing interrelations and solution development increases with both the complexity of the tasks and the sources that need to be considered. It describes the requirements needed to adapt to new situations and at higher levels to develop or evaluate solutions in terms of risks, inter-dependencies and potentials.

6 - Assessment of new problems, analysis and modification of known solutions

The demands on the cognitive abilities are analytical, partly conceptual in a heterogeneous but usually known context with appropriate requirements on flexibility and basic abstract thinking. Application-oriented diagnosis of various problems of moderate complexity. Participating / assisting in the development of new problem-solving procedures within the framework of a specific discipline.

Span of Control

This factor assesses the span of control. With increasing levels, the leadership task becomes more complex and versatile. The size and diversity of controlled entities and other subordinate levels serve as an indicator. Deployment of staff and resources to achieve objectives. Evaluation of performance, evaluation of options for personnel development, motivation, possibly training. Recruitment, conflict resolution, weighing up of divergent objectives.

1 - Leading a small team (1 to 5 employees)

As a line manager the position holder has disciplinary responsibility for the operational leadership of teams of 1 to 5 employees.

Occupation group managed

This factor serves as a modifier for the span of control and takes into account the level of the managed employees. The level of the core of the managed entity provides the basis for the classification.

2 - Qualified staff, particularly fully trained or certified employees

The directly or indirectly led occupation group consists primarily of skilled employees and possibly junior professionals.

Organizational Knowledge

With this factor, the requirements on knowledge of the organization are assessed in terms of the interaction of individual units and business processes. At higher levels the knowledge extends further than the own organization and additionally covers relevant external relationships and their effects on the organization.

5 - Organizational knowledge of own field/department and its relation to the business objectives

The position requires knowledge of the structures of their own field as well as interlinked areas and their importance to the business objectives. Organizational skills at this level are generally required to perform a partially operational, but mainly tactical, functional or disciplinary management task.

Processes

This factor measures the impact of the position in running, monitoring, optimizing and developing processes. Business processes consist of a set of logically linked individual actions (tasks, activities) that are executed to achieve a business or operational goal. A process is repeatable, connected to added value, and uses resources of the organization. In case of externally operating roles the corresponding factor levels may be used accordingly.

3 - Optimizing existing processes, participation in the development of new processes

Adaptation of existing processes to other situations. The extended objective is to suggest improvements and analyze process times, process costs and process quality, and to identify requirements for new processes. Process optimization is a regular and important part of the position. Regularly means that attached (sub-) processes are analyzed at least once a year and adjusted if necessary. This is typically the first level of process ownership. An assessment of the complexity of these processes will be provided by the next factor.

Complexity

Processes can be very diverse. To capture the complexity of the processes, and to serve as a modifier for the process ownership, this factor provides three different levels of complexity of processes within an organization.

2 - Complex processes

(Sub-) processes can build on each other or can be interlaced. Changes in one sub-process can typically have a minor impact on the whole process or other interconnected sub-processes without major changes of the final outcome.

Organizational Responsibility

The factor assesses the responsibilities of leaders from an organizational perspective. Freedom to act, position of the function within the hierarchy levels, range of disciplinary authority

Definition of terms:

Division

- consists of multiple departments, possibly international or within a matrix organisation
- may possibly have staff functions with considerable functional responsibility outside of teams

Department

- consists of multiple teams, possibly international or within a matrix organisation
- may possibly have specialist functions outside of teams

Team

- group of multiple employees, irrespective of their qualification

1 - Responsibility for operational/technical and disciplinary decisions for the own team. (1st management-level)

Technical and operational decisions related to the work and performance of own team. Freedom of action within a framework defined by higher-level goals. Typically corresponds to the lowest level of leadership / team leader level. Leading staff functions with significant professional responsibilities is typically regarded as an independent department and evaluated with the second factor level, even if only a few specialists are led.

Scope of Decisions

This factor assesses the significance of the decisions the position holder is directly responsible for in terms of geographic coverage levels. At the lowest level the decisions are of local or regional importance, at the highest level the decisions have an impact on key areas of an organization with global significance. Normal operative execution of decisions should not be evaluated here.

1 - Scope of the decisions is at national or regional level

The decisions have an impact on the particular region in which the position holder is located. The homeland and directly adjacent countries, where the organization operates to a limited extent, are understood as region.

Communication

By the requirements on communication abilities, we assess the nature and influence of the interaction with internal and external communication partners. The aim of the interaction is the exchange of technical information, influence or negotiations. The ability to interact with individuals and groups successfully is based on intercultural competence and social skills. This category covers the interpersonal skills considered relevant to the job evaluation requirements.

3 - The position requires very good communication skills and social skills

Subjects of various nature and complexity processed in a target-group-oriented manner. The position holder is in constant exchange within the organization and/or with customers and/or with partners concerning complex issues. This factor is usually chosen to evaluate 2nd level support in a call center that requires the exchange of information of higher complexity.



RUSSELL HILL
Washington County Assessor

280 North College, Suite 250
Fayetteville, Arkansas 72701

October 4, 2022

JESAP Committee,

This letter is to respectfully request a title change from Chief Deputy Assessor to Chief of Staff. We currently have three Chief Deputy titles. Chief Deputy, Chief Deputy of Real Estate and Chief Deputy of Personal Property. This title will better represent the overall duties and properly elevate over the other two Chief Deputy titles. There is no regrade, change in the job description or change in pay. Just a simple change in title. We are requesting this position change to go into effect starting in 2023.

Valuing Washington County and You,

A handwritten signature in black ink that reads "Russell Hill". The signature is written in a cursive style with a large initial "R" and a long, sweeping underline.

Russell Hill

Washington County Assessor



RUSSELL HILL
Washington County Assessor

280 North College, Suite 250
Fayetteville, Arkansas 72701

February 24, 2023

Re: Requesting additional money for part-time employees

Dear Committee:

To maintain fairness and equity among the employees in the Assessor's office I am asking for an additional \$12,297.00 in line item 1000-0105-1002 part-time salaries. I have two employees who each work 30 hours per week and are paid out of the part-time line item. Our budgets were finalized and turned in before the salary adjustments were established for 2023. I would like to increase my part-time employees pay in the same proportion as their counterparts. This would require an additional \$12,297.00 for the year and impact the county general by \$1,107 for the year.

Thank you for your consideration.

Valuing Washington County and You,
Sincerely,

Russell Hill
Washington County Assessor

Collector's Office - 2023 Position Increase Request																
03.16.2023																
FUND 1000																
*as of PP2301080																
*beginning PP 2301090																
PCN	NAME	2023 FINAL BUDGET SALARY	CURRENT HOURLY RATE	CURRENT GRADE	EXPECTED HOURS PAID YTD	EXPECTED SALARY PAID YTD	PROPOSED ANNUAL SALARY	PROPOSED HOURLY RATE	NEW GRADE	REMAINING PAY PERIOD HOURS	SALARY FOR REMAINDER OF YEAR	BUDGET INCREASE SALARY LINE 1001	BUDGET INCREASE FICA/MEDI	BUDGET INCREASE APERS	BUDGET INCREASE W.COMP	OVERALL TOTAL BUDGET INCREASE
0104002	CLARK, MELISSA	\$74,263.00	\$35.70	17	640	\$22,848.00	\$77,979.20	\$37.49	19	1440	\$53,985.60	\$2,570.60	\$196.65	\$393.82	\$2.11	\$3,163.17
0104003	HAYS, JANET	\$53,131.00	\$25.54	14	640	\$16,345.60	\$58,427.20	\$28.09	16	1440	\$40,449.60	\$3,664.20	\$280.31	\$561.36	\$3.00	\$4,508.87
0104050	SHAFER, JULIE	\$57,685.00	\$27.73	11	640	\$17,747.20	\$60,569.60	\$29.12	15	1440	\$41,932.80	\$1,995.00	\$152.62	\$305.63	\$1.63	\$2,454.89
0104080	KIDD, KIMBERLY	\$53,730.00	\$25.83	12	640	\$16,531.20	\$56,409.60	\$27.12	14	1440	\$39,052.80	\$1,854.00	\$141.83	\$284.03	\$1.52	\$2,281.38
												\$10,083.80	\$771.41	\$1,544.84	\$8.26	\$12,408.31
Ordinance Prep Lines																
		10000104.1001	SALARIES FULL TIME				\$10,083.80									
		10000104.1006	SOCIAL SECURITY MATCHING				\$771.41									
		10000104.1008	EMPLOYER RETIREMENT CONTRIBUTION				\$1,544.84									
		10000104.1010	WORKERS COMP				\$8.26									
							\$12,408.31	OVERALL TOTAL FOR ORDINANCE								

Washington County Arkansas

Tax Collector

Angela Wood

**280 N College Ave Ste 202
Fayetteville AR 72701
479-444-1526**



Real Estate and Personal Property Tax

March 17, 2023

JESAP Committee,

For the last 2 years I have been attempting to get all the job descriptions in my department updated and re-rated. This was a two phase project I presented to you back in 2021. We were successful in doing the 1st phase (lower half) of my office back in 2021 but was put on hold completing the 2nd phase due salary adjustments last year. The 2nd phase which consists all of my upper management positions were finally completed and re-rated recently. The results of the re-rating showed that 5 positions out of 11 increased by 1 grade and 4 others increased by 2. The new ratings would require an overall increase to my budget salary of \$12,408.31.

While working on this project, I have 4 positions that I would like to change titles on to bring more clarity of the employee's position and rank. Those positions are 050-Deputy III Collector (change to Assistant Chief Deputy), 070-Deputy III Bookkeeper (change to Assistant Bookkeeper), 071-Deputy II Asst. Bookkeeper (change to Bookkeeping Clerk) and 006-Asst Data Processing Clerk/Emp Tr.(change to just Assistant Data Processing Clerk). I respectfully request your approval in accepting these grade and salary increases and title changes.

Sincerely,

A handwritten signature in black ink that reads "Angela Wood".

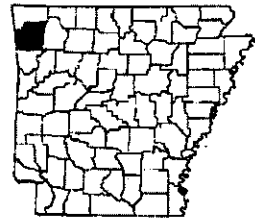
Angela Wood,
Washington County
Tax Collector

Washington County Arkansas

Tax Collector

Angela Wood

**280 N College Ave Ste 202
Fayetteville AR 72701
479-444-1526**



Real Estate and Personal Property Tax

March 17, 2023

Personnel and Quorum Court Committee Members,

I respectfully request the approval of the committee and court to increase my salary budget by \$12,408.31 and raise the following grade positions based on the current rerating of 11 positions in my office. These positions have not been rerated or revised for over 8 years. Over the last decade Washington County has showed a significant increase in population growth as well as our current tax dollar collections of \$248 million. Retaining long term employees is essential to over 200,000 taxpayers that we currently serve here in Washington County. Having experienced and knowledgeable employees ensures the taxpayers that their tax dollars are being handled by well-equipped professional individuals.

This is the 2nd and final phase of updates that I presented to you back in 2021, which was supposed to happen in 2022 but was put on hold due to the salary adjustments that took place. After completion of re-rating these positions, I had 5-Positions that went up by 1 grade (004, 070, 005, 071 and 006) and therefore do not justify an increase in pay. However I did have 4 positions that did go up by 2 grades (002, 003, 050, 080) which did result in a 5% increase.

One of these 4 employees, (position 003) I would like to request an additional 5% merit raise due to the exceptional leadership skills and technical expertise this individual offers to the office, they have previous experience and years of service with the County. Since taking this new position a little over a year ago, she has excelled in her performance and ability to manage the department effectively and efficiently. The increased wages is better conveyed with the amount of accountability, supervisory roles and other responsibilities that come with this position.

Sincerely,

A handwritten signature in black ink that reads "Angela Wood".

Angela Wood,

Washington County

Tax Collector

(479)444-1529

Angela.wood@washingtoncountyar.gov

JOB

Job title	Asst Data Processing Ck/Emp Tr (Title Change: Assistant Data Processing Clerk)
Job code	104006
Comments	
Organizational unit	Washington County Collector - 104
Global job family	Municipal / Public Services Public Administration Revenue / Tax Authorities
	Summary The <i>Revenue / Tax Authorities</i> job family is responsible for the administration and enforcement of taxes and other revenue-related laws and regulations. This includes collecting taxes, auditing taxpayers, and investigating and prosecuting tax evasion and other revenue-related crimes.
	Typical activities <ul style="list-style-type: none">• Assesses taxes and other revenues owed to the government.• Collects taxes and other revenues from individuals and businesses.• Enforces payment of taxes and other revenues owed to the government.• Works with other government agencies to ensure efficient and effective tax collection
	Synonyms or related job titles <i>City Tax Auditor, Revenue Agent, Revenue Collector, Revenue Officer, Revenue Specialist, Tax Collector, Tax Compliance Officer, Tax Examiner, Excise Officer, Tax Officer, Taxation Inspector</i>
Legacy Grade	06

GRADING RESULT

Career	Individual Contribution
Grade	7

FACTORS

Professional Knowledge

By professional knowledge, we assess the demands on the type of training required to enable the position holder to cope with job-specific tasks and situations. The required skills and knowledge consist mainly of formal qualifications and relevant work experience. Basis for this classification are acquired skills and the associated knowledge in theory and practice. The model is compatible to the levels of the European Qualification Framework EQF. The different skills at a level are comparable, but not the same. The individual specifications are based on formal degrees, but qualifications may also be obtained in other ways. Technical core competencies for the job.

2 - The position requires professional knowledge that can be obtained by brief on-the-job training

Usually a routine activity, which only requires on-the-job training of a few days to weeks. This is an institutionalized, practical and theoretical training which provides limited and precisely defined knowledge on processes and operating materials.

Experience

This factor assesses the technical or function-specific work experience beyond the formal qualifications necessary for the position. This is based on the assumption that both professional requirements of the position and the position holder's competencies develop constantly. Relevant practical experience beyond formal qualification is thus necessary to meet the requirements of the position in its entirety. Time spent in a position after formal qualification is usually considered work experience. Work as a research fellow can also be considered to be work experience. Relevant work experience as a freelancer or internships can be regarded as adequate work experience, too. Business and organization-specific knowledge is not assessed in this factor, it is assessed separately in organizational knowledge.

2 - Up to 1 year

Work experience required to fulfil the position in addition to technical knowledge is minor, e.g. gained by internships or temporary jobs.

Cognitive Abilities / Problem Solving

This factor covers the requirements on the position holders' problem-solving skills. The demands on mental performance, recognizing interrelations and solution development increases with both the complexity of the tasks and the sources that need to be considered. It describes the requirements needed to adapt to new situations and at higher levels to develop or evaluate solutions in terms of risks, inter-dependencies and potentials.

3 - The position requires basic abilities to show judgement within straightforward basic conditions

The demands on the cognitive abilities are of procedural nature in a homogeneous context that requires a basic level of flexibility. The position requires the fulfilment of tasks that are largely predetermined. The processes are well-known and proven. Minor problems can be solved independently.

People Responsibility

This factor describes the position's influence on other people's actions. As a specialist, the focus lies on professional responsibility for training, development and mentoring of colleagues. Thus both technical and social aspects of cooperation and responsibility for others are to be assessed. The status / role within the organizational structure or the status of the position in the network of relationships within the organization can be of high relevance. Both technical and social aspects of responsibility for others and the degree of interconnectedness in the organization are considered in this factor.

2 - Instruction of new colleagues

Position holder provides mostly informal orientation on the job for less experienced colleagues.

Organizational Knowledge

With this factor, the requirements on knowledge of the organization are assessed in terms of the interaction of individual units and business processes. At higher levels the knowledge extends further than the own organization and additionally covers relevant external relationships and their effects on the organization.

2 - Organizational knowledge at group level

The position requires knowledge of the processes within the team.

Processes

This factor measures the impact of the position in running, monitoring, optimizing and developing processes. Business processes consist of a set of logically linked individual actions (tasks, activities) that are executed to achieve a business or operational goal. A process is repeatable, connected to added value, and uses resources of the organization. In case of externally operating roles the corresponding factor levels may be used accordingly.

2 - Monitoring Processes

Operational management of end-to-end processes or sub-processes. Monitoring and communicating process performance, responsibility for the achievement of specific process objectives. Instigation of process improvements. With this factor we assess positions that monitor implementation, that are accountable and communicate the results. Adjustment needs are passed on by the position holder. Adjustments are not implemented, but possibly tested. An assessment of the complexity of these processes will be provided by the next factor.

Complexity

Processes can be very diverse. To capture the complexity of the processes, and to serve as a modifier for the process ownership, this factor provides three different levels of complexity of processes within an organization.

2 - Complex processes

(Sub-) processes can build on each other or can be interlaced. Changes in one sub-process can typically have a minor impact on the whole process or other interconnected sub-processes without major changes of the final outcome.

Functional Responsibility

By functional responsibility we assess the decision scope and freedom of action of the position. Independence in the performance of tasks and the direct or indirect responsibility for a task field are indicators to assess the importance of the position in relation to the achievement of goals. The area of influence of the position within the organizational unit and in relation to other units is considered. Ability to influence final results.

2 - The scope of action is limited to the own workplace

Making decisions that affect the own workplace, tasks and decision criteria are largely specified. Self-management according to predefined priorities.

Scope of Decisions

This factor assesses the significance of the decisions the position holder is directly responsible for in terms of geographic coverage levels. At the lowest level the decisions are of local or regional importance, at the highest level the decisions have an impact on key areas of an organization with global significance. Normal operative execution of decisions should not be evaluated here.

1 - Scope of the decisions is at national or regional level

The decisions have an impact on the particular region in which the position holder is located. The homeland and directly adjacent countries, where the organization operates to a limited extent, are understood as region.

Communication

By the requirements on communication abilities, we assess the nature and influence of the interaction with internal and external communication partners. The aim of the interaction is the exchange of technical information, influence or negotiations. The ability to interact with individuals and groups successfully is based on intercultural competence and social skills. This category covers the interpersonal skills considered relevant to the job evaluation requirements.

2 - The position requires good communication skills in a team or with clients and a certain degree of empathy

Focus is on the exchange of technical information within a homogeneous group, simple communication with customers within a limited scope of content. This level can be selected for the requirements of a 1st level call center concerned with subjects of limited complexity.

JOB

Job title	Chief Deputy Collector
Job code	0104002
Comments	
Organizational unit	Washington County Collector - 104
Global job family	Municipal / Public Services Public Administration

Summary

The *Public Administration* job family consists of positions that manage, supervise, or perform administrative functions in support of public programs and services. This includes positions in executive, legislative, and judicial branches of government, as well as positions in public and quasi-public organizations.

Typical activities

- Carries out day to day administration tasks.
- Helps in the allocation of public resources.
- Reports any administrative issues to the relevant bodies.
- Manages and coordinates programs and services.

Synonyms or related job titles

Civil Servant, Public Servant, Civil Service, Public Service, Local Government Officer, County Administrator, Parish Administrator, City Manager, County Manager, Urban and Regional Planner, Community Service Manager

Legacy Grade	17
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GRADING RESULT

Career	Management
Grade	19

FACTORS

Professional Knowledge

By professional knowledge, we assess the demands on the type of training required to enable the position holder to cope with job-specific tasks and situations. The required skills and knowledge consist mainly of formal qualifications and relevant work experience. Basis for this classification are acquired skills and the associated knowledge in theory and practice. The model is compatible to the levels of the European Qualification Framework EQF. The different skills at a level are comparable, but not the same. The individual specifications are based on formal degrees, but qualifications may also be obtained in other ways. Technical core competencies for the job.

6 - The position requires professional knowledge that can be obtained through an undergraduate degree or an associate degree and additional certificates

E.g. Bachelor's degrees, master craftsmen, technicians, or other comparable qualifications. For qualifications on this level the focus is on acquiring application-oriented technical or process knowledge. Technically oriented and application-oriented preliminary work on the development of new methods, mostly within a certain subject area.

Experience

This factor assesses the technical or function-specific work experience beyond the formal qualifications necessary for the position. This is based on the assumption that both professional requirements of the position and the position holder's competencies develop constantly. Relevant practical experience beyond formal qualification is thus necessary to meet the requirements of the position in its entirety. Time spent in a position after formal qualification is usually considered work experience. Work as a research fellow can also be considered to be work experience. Relevant work experience as a freelancer or internships can be regarded as adequate work experience, too. Business and organization-specific knowledge is not assessed in this factor, it is assessed separately in organizational knowledge.

5 - 5-8 years

The position requires relevant practical experience of 5 to 8 years. This level of professional experience corresponds to a performance level on which a career can stabilize for several years until retirement. Positions for senior professionals or senior administrative or technical staff are often found at this level. Depending on the content of the position the position holder has acquired good knowledge of the industry and the relevant markets over this period of time.

Cognitive Abilities / Problem Solving

This factor covers the requirements on the position holders' problem-solving skills. The demands on mental performance, recognizing interrelations and solution development increases with both the complexity of the tasks and the sources that need to be considered. It describes the requirements needed to adapt to new situations and at higher levels to develop or evaluate solutions in terms of risks, inter-dependencies and potentials.

8 - Development of innovative concepts and strategies

The demands on the cognitive abilities are of conceptual nature with a high degree of innovation in a complex, heterogeneous and dynamic environment. Development of complex problem-solving strategies in multi-factorial contexts for new problems. The position requires an overview of the relevant current developments in the discipline and a high level of creativity, judgement and the ability to develop cross-departmental and cross-divisional processes.

Span of Control

This factor assesses the span of control. With increasing levels, the leadership task becomes more complex and versatile. The size and diversity of controlled entities and other subordinate levels serve as an indicator. Deployment of staff and resources to achieve objectives. Evaluation of performance, evaluation of options for personnel development, motivation, possibly training. Recruitment, conflict resolution, weighing up of divergent objectives.

5 - Leading 4-7 leaders

The position holder provides operational leadership to 4 to 7 direct leaders and usually some additional specialists directly. His own team of specialists is regarded as an independent organizational unit. Typically, the responsibilities of middle managers are further subdivided with a management structure. The more extensive management structure is the key factor to choose this level, even when only 1 to 3 leaders are led in a matrix organization.

Occupation group managed

This factor serves as a modifier for the span of control and takes into account the level of the managed employees. The level of the core of the managed entity provides the basis for the classification.

2 - Qualified staff, particularly fully trained or certified employees

The directly or indirectly led occupation group consists primarily of skilled employees and possibly junior professionals.

Organizational Knowledge

With this factor, the requirements on knowledge of the organization are assessed in terms of the interaction of individual units and business processes. At higher levels the knowledge extends further than the own organization and additionally covers relevant external relationships and their effects on the organization.

6 - Knowledge of area/division and its operational interdependencies within the organization

The position requires deep and broad knowledge on the content and structure of the own area/division and the operational interaction with other divisions and organizational units to achieve the business objectives. Organizational knowledge at this level is usually required to perform a tactical, functional or disciplinary management task.

Processes

This factor measures the impact of the position in running, monitoring, optimizing and developing processes. Business processes consist of a set of logically linked individual actions (tasks, activities) that are executed to achieve a business or operational goal. A process is repeatable, connected to added value, and uses resources of the organization. In case of externally operating roles the corresponding factor levels may be used accordingly.

4 - Developing new processes of department-wide significance

The developed processes have an impact on an entire department and its subordinate structures. The processes thus typically cover a distinct discipline for which the position holder is responsible and operates in. The processes may be of local to global significance. An assessment of the complexity of these processes will be provided by the next factor.

Complexity

Processes can be very diverse. To capture the complexity of the processes, and to serve as a modifier for the process ownership, this factor provides three different levels of complexity of processes within an organization.

3 - Highly complex processes

The processes involve a large number of variables within a dynamically changing frame of reference. The processes require the provision of various resources, such as time, money, people, equipment, materials, communications, computing capacity, training. The processes are interdependent of each other. Changes to one part of the process highly influence the results of whole process or other sub-processes.

Organizational Responsibility

The factor assesses the responsibilities of leaders from an organizational perspective. Freedom to act, position of the function within the hierarchy levels, range of disciplinary authority

Definition of terms:

Division

- consists of multiple departments, possibly international or within a matrix organisation
- may possibly have staff functions with considerable functional responsibility outside of teams

Department

- consists of multiple teams, possibly international or within a matrix organisation
- may possibly have specialist functions outside of teams

Team

- group of multiple employees, irrespective of their qualification

2 - Direct disciplinary responsibility for the own department (2nd management-level) and indirect responsibility for subordinate teams

The disciplinary responsibility extends to the directly led employees and leaders and their subordinate teams. Technical and operational decisions are related to the work of directly or indirectly associated groups or teams. Beyond assigned staff functions, organizational units are led by their own leaders. Generally self-reliant. Oriented to higher-level objectives. Typically corresponds to middle management / the level of department heads. May include the level of divisional managers in smaller and medium-sized organizations, if not multiple levels of hierarchy are managed.

Scope of Decisions

This factor assesses the significance of the decisions the position holder is directly responsible for in terms of geographic coverage levels. At the lowest level the decisions are of local or regional importance, at the highest level the decisions have an impact on key areas of an organization with global significance. Normal operative execution of decisions should not be evaluated here.

1 - Scope of the decisions is at national or regional level

The decisions have an impact on the particular region in which the position holder is located. The homeland and directly adjacent countries, where the organization operates to a limited extent, are understood as region.

Communication

By the requirements on communication abilities, we assess the nature and influence of the interaction with internal and external communication partners. The aim of the interaction is the exchange of technical information, influence or negotiations. The ability to interact with individuals and groups successfully is based on intercultural competence and social skills. This category covers the interpersonal skills considered relevant to the job evaluation requirements.

5 - Convincing demeanor and diplomatic skills in negotiations

The core responsibilities of the position include leading negotiations with internal parties such as labor representatives and / or customers as well as external suppliers and other service providers. If necessary, conflicts of interest have to be solved with an appropriate degree of diplomacy and skill in delicate negotiations. This level implies a high degree of social and intercultural competence and experience.

JOB

Job title	Data Base Analyst
Job code	0104004
Comments	
Organizational unit	Washington County Collector - 104
Global job family	Software Development Database Development

Summary

The *Database Development* job family is responsible for the design, implementation, and maintenance of databases. This includes the development of stored procedures, functions, and triggers to support application development.

Job holders work closely with the application development team to ensure that data is stored efficiently and accurately. They also work to ensure that databases are properly backed up and secured.

Core Duties

- Analyses and resolves any database development issues.
- Develops database solutions or infrastructure.
- Develops new databases, maintains and improves existing ones.
- Writes efficient and reliable SQL code to support the applications that use the databases.
- Performs database tuning and optimization to improve performance and scalability.
- Designs database architectures that are scalable and optimised for performance.
- Writes and maintains documentation for databases and related processes.
- Monitors database activity and trends, recommends and implements changes to improve efficiency and performance.
- Handles the database administration tasks, such as setting up user accounts, backing up data, and ensuring performance levels are met.

Synonyms or related job titles

SQL Developer, Database Developer

Legacy Grade	11
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GRADING RESULT

Career	Individual Contribution
Grade	12

FACTORS

Professional Knowledge

By professional knowledge, we assess the demands on the type of training required to enable the position holder to cope with job-specific tasks and situations. The required skills and knowledge consist mainly of formal qualifications and relevant work experience. Basis for this classification are acquired skills and the associated knowledge in theory and practice. The model is compatible to the levels of the European Qualification Framework EQF. The different skills at a level are comparable, but not the same. The individual specifications are based on formal degrees, but qualifications may also be obtained in other ways. Technical core competencies for the job.

5 - The position requires professional knowledge typically based on an Associate degree or vocational training with additional qualifications.

The position requires college education or formal vocational training as well as additional qualifications or professional knowledge at equivalent level acquired by work experience.

Experience

This factor assesses the technical or function-specific work experience beyond the formal qualifications necessary for the position. This is based on the assumption that both professional requirements of the position and the position holder's competencies develop constantly. Relevant practical experience beyond formal qualification is thus necessary to meet the requirements of the position in its entirety. Time spent in a position after formal qualification is usually considered work experience. Work as a research fellow can also be considered to be work experience. Relevant work experience as a freelancer or internships can be regarded as adequate work experience, too. Business and organization-specific knowledge is not assessed in this factor, it is assessed separately in organizational knowledge.

3 - 1-3 years

In addition to the knowledge acquired in the qualification time, the position requires first or advanced practical experience of 1-3 years. Depending on the position's focus and if it is necessary for the fulfilment of the task, basic industry or market knowledge is acquired during this period.

Cognitive Abilities / Problem Solving

This factor covers the requirements on the position holders' problem-solving skills. The demands on mental performance, recognizing interrelations and solution development increases with both the complexity of the tasks and the sources that need to be considered. It describes the requirements needed to adapt to new situations and at higher levels to develop or evaluate solutions in terms of risks, inter-dependencies and potentials.

6 - Assessment of new problems, analysis and modification of known solutions

The demands on the cognitive abilities are analytical, partly conceptual in a heterogeneous but usually known context with appropriate requirements on flexibility and basic abstract thinking. Application-oriented diagnosis of various problems of moderate complexity. Participating / assisting in the development of new problem-solving procedures within the framework of a specific discipline.

People Responsibility

This factor describes the position's influence on other people's actions. As a specialist, the focus lies on professional responsibility for training, development and mentoring of colleagues. Thus both technical and social aspects of cooperation and responsibility for others are to be assessed. The status / role within the organizational structure or the status of the position in the network of relationships within the organization can be of high

relevance. Both technical and social aspects of responsibility for others and the degree of interconnectedness in the organization are considered in this factor.

1 - Responsibility is limited to the own position

The position holder's responsibility is limited to the own position and actions.

Organizational Knowledge

With this factor, the requirements on knowledge of the organization are assessed in terms of the interaction of individual units and business processes. At higher levels the knowledge extends further than the own organization and additionally covers relevant external relationships and their effects on the organization.

3 - Operative organizational knowledge within a department

The position requires operational knowledge on how individual groups or contributors cooperate within a department as well as knowledge on the coordination of resources. Furthermore, operational knowledge for interacting with teams from other areas is required. Organizational skills at this level are generally required to perform a clearly defined, operational, functional or disciplinary management task.

Processes

This factor measures the impact of the position in running, monitoring, optimizing and developing processes. Business processes consist of a set of logically linked individual actions (tasks, activities) that are executed to achieve a business or operational goal. A process is repeatable, connected to added value, and uses resources of the organization. In case of externally operating roles the corresponding factor levels may be used accordingly.

4 - Developing new processes of department-wide significance

The developed processes have an impact on an entire department and its subordinate structures. The processes thus typically cover a distinct discipline for which the position holder is responsible and operates in. The processes may be of local to global significance. An assessment of the complexity of these processes will be provided by the next factor.

Complexity

Processes can be very diverse. To capture the complexity of the processes, and to serve as a modifier for the process ownership, this factor provides three different levels of complexity of processes within an organization.

2 - Complex processes

(Sub-) processes can build on each other or can be interlaced. Changes in one sub-process can typically have a minor impact on the whole process or other interconnected sub-processes without major changes of the final outcome.

Functional Responsibility

By functional responsibility we assess the decision scope and freedom of action of the position. Independence in the performance of tasks and the direct or indirect responsibility for a task field are indicators to assess the importance of the position in relation to the achievement of goals. The area of influence of the position within the organizational unit and in relation to other units is considered. Ability to influence final results.

3 - Making operational-technical decisions affecting the work of the own group

Making decisions that affect the work of their own group/team. Freedom to act within a framework of general guidelines.

Scope of Decisions

This factor assesses the significance of the decisions the position holder is directly responsible for in terms of geographic coverage levels. At the lowest level the decisions are of local or regional importance, at the highest level the decisions have an impact on key areas of an organization with global significance. Normal operative execution of decisions should not be evaluated here.

1 - Scope of the decisions is at national or regional level

The decisions have an impact on the particular region in which the position holder is located. The homeland and directly adjacent countries, where the organization operates to a limited extent, are understood as region.

Communication

By the requirements on communication abilities, we assess the nature and influence of the interaction with internal and external communication partners. The aim of the interaction is the exchange of technical information, influence or negotiations. The ability to interact with individuals and groups successfully is based on intercultural competence and social skills. This category covers the interpersonal skills considered relevant to the job evaluation requirements.

3 - The position requires very good communication skills and social skills

Subjects of various nature and complexity processed in a target-group-oriented manner. The position holder is in constant exchange within the organization and/or with customers and/or with partners concerning complex issues. This factor is usually chosen to evaluate 2nd level support in a call center that requires the exchange of information of higher complexity.

JOB

Job title Data Processing Clerk

Job code 0104005

Comments

Organizational unit Washington County | Collector - 104

Global job family Municipal / Public Services | Public Administration | Revenue / Tax Authorities

Summary

The *Revenue / Tax Authorities* job family is responsible for the administration and enforcement of taxes and other revenue-related laws and regulations. This includes collecting taxes, auditing taxpayers, and investigating and prosecuting tax evasion and other revenue-related crimes.

Typical activities

- Assesses taxes and other revenues owed to the government.
- Collects taxes and other revenues from individuals and businesses.
- Enforces payment of taxes and other revenues owed to the government.
- Works with other government agencies to ensure efficient and effective tax collection

Synonyms or related job titles

City Tax Auditor, Revenue Agent, Revenue Collector, Revenue Officer, Revenue Specialist, Tax Collector, Tax Compliance Officer, Tax Examiner, Excise Officer, Tax Officer, Taxation Inspector

Legacy Grade 10

GRADING RESULT

Career Individual Contribution

Grade 11

FACTORS

Professional Knowledge

By professional knowledge, we assess the demands on the type of training required to enable the position holder to cope with job-specific tasks and situations. The required skills and knowledge consist mainly of formal qualifications and relevant work experience. Basis for this classification are acquired skills and the associated knowledge in theory and practice. The model is compatible to the levels of the European Qualification Framework EQF. The different skills at a level are comparable, but not the same. The individual specifications are based on formal degrees, but qualifications may also be obtained in other ways. Technical core competencies for the job.

4 - The position requires professional knowledge typically based on an Associate degree or vocational training

The position requires either an associate degree or formal vocational training or professional knowledge at an equivalent level that can be acquired through a combination of theoretical education and practical experience. With a completed vocational training e.g. in craftsmanship, it is to be expected that all position-relevant tasks of this job can be completed professionally and unaided (usually Middle Skills jobs).

Experience

This factor assesses the technical or function-specific work experience beyond the formal qualifications necessary for the position. This is based on the assumption that both professional requirements of the position and the position holder's competencies develop constantly. Relevant practical experience beyond formal qualification is thus necessary to meet the requirements of the position in its entirety. Time spent in a position after formal qualification is usually considered work experience. Work as a research fellow can also be considered to be work experience. Relevant work experience as a freelancer or internships can be regarded as adequate work experience, too. Business and organization-specific knowledge is not assessed in this factor, it is assessed separately in organizational knowledge.

3 - 1-3 years

In addition to the knowledge acquired in the qualification time, the position requires first or advanced practical experience of 1-3 years. Depending on the position's focus and if it is necessary for the fulfilment of the task, basic industry or market knowledge is acquired during this period.

Cognitive Abilities / Problem Solving

This factor covers the requirements on the position holders' problem-solving skills. The demands on mental performance, recognizing interrelations and solution development increases with both the complexity of the tasks and the sources that need to be considered. It describes the requirements needed to adapt to new situations and at higher levels to develop or evaluate solutions in terms of risks, inter-dependencies and potentials.

3 - The position requires basic abilities to show judgement within straightforward basic conditions

The demands on the cognitive abilities are of procedural nature in a homogeneous context that requires a basic level of flexibility. The position requires the fulfilment of tasks that are largely predetermined. The processes are well-known and proven. Minor problems can be solved independently.

People Responsibility

This factor describes the position's influence on other people's actions. As a specialist, the focus lies on professional responsibility for training, development and mentoring of colleagues. Thus both technical and social aspects of cooperation and responsibility for others are to be assessed. The status / role within the organizational structure or the status of the position in the network of relationships within the organization can be of high relevance. Both technical and social aspects of responsibility for others and the degree of interconnectedness in the organization are considered in this factor.

2 - Instruction of new colleagues

Position holder provides mostly informal orientation on the job for less experienced colleagues.

Organizational Knowledge

With this factor, the requirements on knowledge of the organization are assessed in terms of the interaction of individual units and business processes. At higher levels the knowledge extends further than the own organization and additionally covers relevant external relationships and their effects on the organization.

4 - Organizational knowledge of own field/department and interconnected units

The position requires knowledge on the structures of the own department and on operational interactions of organizational units within the own area, as well as groups of interdependent areas. Organizational skills at this level are generally required in order to perform an operational, functional or disciplinary management task.

Processes

This factor measures the impact of the position in running, monitoring, optimizing and developing processes. Business processes consist of a set of logically linked individual actions (tasks, activities) that are executed to achieve a business or operational goal. A process is repeatable, connected to added value, and uses resources of the organization. In case of externally operating roles the corresponding factor levels may be used accordingly.

2 - Monitoring Processes

Operational management of end-to-end processes or sub-processes. Monitoring and communicating process performance, responsibility for the achievement of specific process objectives. Instigation of process improvements. With this factor we assess positions that monitor implementation, that are accountable and communicate the results. Adjustment needs are passed on by the position holder. Adjustments are not implemented, but possibly tested. An assessment of the complexity of these processes will be provided by the next factor.

Complexity

Processes can be very diverse. To capture the complexity of the processes, and to serve as a modifier for the process ownership, this factor provides three different levels of complexity of processes within an organization.

2 - Complex processes

(Sub-) processes can build on each other or can be interlaced. Changes in one sub-process can typically have a minor impact on the whole process or other interconnected sub-processes without major changes of the final outcome.

Functional Responsibility

By functional responsibility we assess the decision scope and freedom of action of the position. Independence in the performance of tasks and the direct or indirect responsibility for a task field are indicators to assess the importance of the position in relation to the achievement of goals. The area of influence of the position within the organizational unit and in relation to other units is considered. Ability to influence final results.

4 - Making operational-technical decisions affecting the work of other groups

Making decisions which are also basis for the work of other groups / teams. Freedom to act within a framework of general guidelines.

Scope of Decisions

This factor assesses the significance of the decisions the position holder is directly responsible for in terms of geographic coverage levels. At the lowest level the decisions are of local or regional importance, at the highest level the decisions have an impact on key areas of an organization with global significance. Normal operative execution of decisions should not be evaluated here.

1 - Scope of the decisions is at national or regional level

The decisions have an impact on the particular region in which the position holder is located. The homeland and directly adjacent countries, where the organization operates to a limited extent, are understood as region.

Communication

By the requirements on communication abilities, we assess the nature and influence of the interaction with internal and external communication partners. The aim of the interaction is the exchange of technical information, influence or negotiations. The ability to interact with individuals and groups successfully is based on intercultural competence and social skills. This category covers the interpersonal skills considered relevant to the job evaluation requirements.

4 - Strong communication skills and empathy to communicate complex issues

Adequate social and intercultural competences are required. The position holder is able to motivate and positively influence others in his/her interactions. Complex issues processed in a target-group-oriented manner. Constant exchange and intensive networking within the organization and/or with customers and/or with partners. The complexity arises from the different hierarchical and / or professional levels and cultural backgrounds of the recipients. For example, attendance at professional conferences and meetings as well as the publication of scientific articles. Participation in and holding negotiations can be part of the position.

JOB

Job title	Dep II Assistant Bookkeeper (Title Change: Bookkeeping Clerk)
Job code	104071
Comments	
Organizational unit	Washington County Collector - 104
Global job family	Municipal / Public Services Public Administration Revenue / Tax Authorities
	Summary The <i>Revenue / Tax Authorities</i> job family is responsible for the administration and enforcement of taxes and other revenue-related laws and regulations. This includes collecting taxes, auditing taxpayers, and investigating and prosecuting tax evasion and other revenue-related crimes.
	Typical activities <ul style="list-style-type: none">• Assesses taxes and other revenues owed to the government.• Collects taxes and other revenues from individuals and businesses.• Enforces payment of taxes and other revenues owed to the government.• Works with other government agencies to ensure efficient and effective tax collection
	Synonyms or related job titles <i>City Tax Auditor, Revenue Agent, Revenue Collector, Revenue Officer, Revenue Specialist, Tax Collector, Tax Compliance Officer, Tax Examiner, Excise Officer, Tax Officer, Taxation Inspector</i>
Legacy Grade	09

GRADING RESULT

Career	Individual Contribution
Grade	10

FACTORS

Professional Knowledge

By professional knowledge, we assess the demands on the type of training required to enable the position holder to cope with job-specific tasks and situations. The required skills and knowledge consist mainly of formal qualifications and relevant work experience. Basis for this classification are acquired skills and the associated knowledge in theory and practice. The model is compatible to the levels of the European Qualification Framework EQF. The different skills at a level are comparable, but not the same. The individual specifications are based on formal degrees, but qualifications may also be obtained in other ways. Technical core competencies for the job.

3 - The position requires professional knowledge that can be obtained by specific courses or structured on-the-job training

Courses or structured trainings typically take up to 2 years, and are usually completed with standardized tests. This is an institutionalized, practical and theoretical training that provides precisely defined knowledge on processes and operating materials for semi-skilled employees.

Experience

This factor assesses the technical or function-specific work experience beyond the formal qualifications necessary for the position. This is based on the assumption that both professional requirements of the position and the position holder's competencies develop constantly. Relevant practical experience beyond formal qualification is thus necessary to meet the requirements of the position in its entirety. Time spent in a position after formal qualification is usually considered work experience. Work as a research fellow can also be considered to be work experience. Relevant work experience as a freelancer or internships can be regarded as adequate work experience, too. Business and organization-specific knowledge is not assessed in this factor, it is assessed separately in organizational knowledge.

3 - 1-3 years

In addition to the knowledge acquired in the qualification time, the position requires first or advanced practical experience of 1-3 years. Depending on the position's focus and if it is necessary for the fulfilment of the task, basic industry or market knowledge is acquired during this period.

Cognitive Abilities / Problem Solving

This factor covers the requirements on the position holders' problem-solving skills. The demands on mental performance, recognizing interrelations and solution development increases with both the complexity of the tasks and the sources that need to be considered. It describes the requirements needed to adapt to new situations and at higher levels to develop or evaluate solutions in terms of risks, inter-dependencies and potentials.

4 - Known solutions and technical expertise are applied to recurring problems

The demands on the cognitive abilities are largely procedural, partly analytical, and require flexibility in the choice of solutions in a homogeneous context. The frame of the potential problems is known and there are sample solutions, procedures or algorithms for problem solving. This action orientation requires various methods that are to be used sensibly and purposefully depending on the situation. For example, following a decision tree for fault finding in electronic devices or simple repairs on machines.

People Responsibility

This factor describes the position's influence on other people's actions. As a specialist, the focus lies on professional responsibility for training, development and mentoring of colleagues. Thus both technical and social aspects of cooperation and responsibility for others are to be assessed. The status / role within the organizational structure or the status of the position in the network of relationships within the organization can be of high relevance. Both technical and social aspects of responsibility for others and the degree of interconnectedness in the organization are considered in this factor.

2 - Instruction of new colleagues

Position holder provides mostly informal orientation on the job for less experienced colleagues.

Organizational Knowledge

With this factor, the requirements on knowledge of the organization are assessed in terms of the interaction of individual units and business processes. At higher levels the knowledge extends further than the own organization and additionally covers relevant external relationships and their effects on the organization.

3 - Operative organizational knowledge within a department

The position requires operational knowledge on how individual groups or contributors cooperate within a department as well as knowledge on the coordination of resources. Furthermore, operational knowledge for interacting with teams from other areas is required. Organizational skills at this level are generally required to perform a clearly defined, operational, functional or disciplinary management task.

Processes

This factor measures the impact of the position in running, monitoring, optimizing and developing processes. Business processes consist of a set of logically linked individual actions (tasks, activities) that are executed to achieve a business or operational goal. A process is repeatable, connected to added value, and uses resources of the organization. In case of externally operating roles the corresponding factor levels may be used accordingly.

2 - Monitoring Processes

Operational management of end-to-end processes or sub-processes. Monitoring and communicating process performance, responsibility for the achievement of specific process objectives. Instigation of process improvements. With this factor we assess positions that monitor implementation, that are accountable and communicate the results. Adjustment needs are passed on by the position holder. Adjustments are not implemented, but possibly tested. An assessment of the complexity of these processes will be provided by the next factor.

Complexity

Processes can be very diverse. To capture the complexity of the processes, and to serve as a modifier for the process ownership, this factor provides three different levels of complexity of processes within an organization.

1 - Simple processes

The processes are clearly arranged and subject to little variation. The tasks are largely isolatable and can typically be handled conclusively by the position holder.

Functional Responsibility

By functional responsibility we assess the decision scope and freedom of action of the position. Independence in the performance of tasks and the direct or indirect responsibility for a task field are indicators to assess the importance of the position in relation to the achievement of goals. The area of influence of the position within the organizational unit and in relation to other units is considered. Ability to influence final results.

3 - Making operational-technical decisions affecting the work of the own group

Making decisions that affect the work of their own group/team. Freedom to act within a framework of general guidelines.

Scope of Decisions

This factor assesses the significance of the decisions the position holder is directly responsible for in terms of geographic coverage levels. At the lowest level the decisions are of local or regional importance, at the highest level the decisions have an impact on key areas of an organization with global significance. Normal operative execution of decisions should not be evaluated here.

1 - Scope of the decisions is at national or regional level

The decisions have an impact on the particular region in which the position holder is located. The homeland and directly adjacent countries, where the organization operates to a limited extent, are understood as region.

Communication

By the requirements on communication abilities, we assess the nature and influence of the interaction with internal and external communication partners. The aim of the interaction is the exchange of technical information, influence or negotiations. The ability to interact with individuals and groups successfully is based on intercultural competence and social skills. This category covers the interpersonal skills considered relevant to the job evaluation requirements.

3 - The position requires very good communication skills and social skills

Subjects of various nature and complexity processed in a target-group-oriented manner. The position holder is in constant exchange within the organization and/or with customers and/or with partners concerning complex issues. This factor is usually chosen to evaluate 2nd level support in a call center that requires the exchange of information of higher complexity.

JOB

Job title Deputy III Bookkeeper (**Title Change: Assistant Bookkeeper**)

Job code 0104070

Comments

Organizational unit Washington County | Collector - 104

Global job family Finance | Bookkeeping

Summary

The *Bookkeeping* job family consists of positions that compute, classify, and record numerical data to keep financial records complete to support the accounting department on a specialized administrative level.

Job holders perform any combination of routine duties such as calculating, posting, and verifying information to obtain primary financial data for use in maintaining accounting records.

Typical Activities

- Enters and maintains all debit and credit amounts.
- Checks the accuracy of figures, calculations and postings.
- Prepares and issues documents, including reports, invoices, payroll, and collections/credit.
- May act as a liaison for audit requests coming from other departments.

Synonyms or related job titles

Bookkeeper, Accounting Assistant, Accounts Payable, Accounts Receivable

Legacy Grade 10

GRADING RESULT

Career Individual Contribution

Grade 11

FACTORS

Professional Knowledge

By professional knowledge, we assess the demands on the type of training required to enable the position holder to cope with job-specific tasks and situations. The required skills and knowledge consist mainly of formal qualifications and relevant work experience. Basis for this classification are acquired skills and the associated knowledge in theory and practice. The model is compatible to the levels of the European Qualification Framework EQF. The different skills at a level are comparable, but not the same. The individual specifications are based on formal degrees, but qualifications may also be obtained in other ways. Technical core competencies for the job.

4 - The position requires professional knowledge typically based on an Associate degree or vocational training

The position requires either an associate degree or formal vocational training or professional knowledge at an equivalent level that can be acquired through a combination of theoretical education and practical experience. With a completed vocational training e.g. in craftsmanship, it is to be expected that all position-relevant tasks of this job can be completed professionally and unaided (usually Middle Skills jobs).

Experience

This factor assesses the technical or function-specific work experience beyond the formal qualifications necessary for the position. This is based on the assumption that both professional requirements of the position and the position holder's competencies develop constantly. Relevant practical experience beyond formal qualification is thus necessary to meet the requirements of the position in its entirety. Time spent in a position after formal qualification is usually considered work experience. Work as a research fellow can also be considered to be work experience. Relevant work experience as a freelancer or internships can be regarded as adequate work experience, too. Business and organization-specific knowledge is not assessed in this factor, it is assessed separately in organizational knowledge.

4 - 3-5 years

3-5 years of professional experience commonly mean solid professional experience. In addition to professional qualifications, solid professional experience is needed to fulfil the requirements of the position. The additional knowledge and skills acquired through solid experience provide a significant increase of knowledge in scope, depth and content. Thus the position holder can process more complex tasks compared to less experienced staff at the same level of formal qualification. Alternatively, the additional skills could be acquired by a 2-year supplementary technical training. This should be considered when assessing the factors professional knowledge and experience. The basis is usually at least a 3-year, specialized vocational training or higher education. Depending on the focus of the position, well-founded knowledge of the industry or of relevant markets is developed.

Cognitive Abilities / Problem Solving

This factor covers the requirements on the position holders' problem-solving skills. The demands on mental performance, recognizing interrelations and solution development increases with both the complexity of the tasks and the sources that need to be considered. It describes the requirements needed to adapt to new situations and at higher levels to develop or evaluate solutions in terms of risks, inter-dependencies and potentials.

4 - Known solutions and technical expertise are applied to recurring problems

The demands on the cognitive abilities are largely procedural, partly analytical, and require flexibility in the choice of solutions in a homogeneous context. The frame of the potential problems is known and there are sample solutions, procedures or algorithms for problem solving. This action orientation requires various methods that are to be used sensibly and purposefully depending on the situation. For example, following a decision tree for fault finding in electronic devices or simple repairs on machines.

People Responsibility

This factor describes the position's influence on other people's actions. As a specialist, the focus lies on professional responsibility for training, development and mentoring of colleagues. Thus both technical and social aspects of cooperation and responsibility for others are to be assessed. The status / role within the organizational structure or the status of the position in the network of relationships within the organization can be of high relevance. Both technical and social aspects of responsibility for others and the degree of interconnectedness in the organization are considered in this factor.

2 - Instruction of new colleagues

Position holder provides mostly informal orientation on the job for less experienced colleagues.

Organizational Knowledge

With this factor, the requirements on knowledge of the organization are assessed in terms of the interaction of individual units and business processes. At higher levels the knowledge extends further than the own organization and additionally covers relevant external relationships and their effects on the organization.

3 - Operative organizational knowledge within a department

The position requires operational knowledge on how individual groups or contributors cooperate within a department as well as knowledge on the coordination of resources. Furthermore, operational knowledge for interacting with teams from other areas is required. Organizational skills at this level are generally required to perform a clearly defined, operational, functional or disciplinary management task.

Processes

This factor measures the impact of the position in running, monitoring, optimizing and developing processes. Business processes consist of a set of logically linked individual actions (tasks, activities) that are executed to achieve a business or operational goal. A process is repeatable, connected to added value, and uses resources of the organization. In case of externally operating roles the corresponding factor levels may be used accordingly.

2 - Monitoring Processes

Operational management of end-to-end processes or sub-processes. Monitoring and communicating process performance, responsibility for the achievement of specific process objectives. Instigation of process improvements. With this factor we assess positions that monitor implementation, that are accountable and communicate the results. Adjustment needs are passed on by the position holder. Adjustments are not implemented, but possibly tested. An assessment of the complexity of these processes will be provided by the next factor.

Complexity

Processes can be very diverse. To capture the complexity of the processes, and to serve as a modifier for the process ownership, this factor provides three different levels of complexity of processes within an organization.

2 - Complex processes

(Sub-) processes can build on each other or can be interlaced. Changes in one sub-process can typically have a minor impact on the whole process or other interconnected sub-processes without major changes of the final outcome.

Functional Responsibility

By functional responsibility we assess the decision scope and freedom of action of the position. Independence in the performance of tasks and the direct or indirect responsibility for a task field are indicators to assess the importance of the position in relation to the achievement of goals. The area of influence of the position within the organizational unit and in relation to other units is considered. Ability to influence final results.

3 - Making operational-technical decisions affecting the work of the own group

Making decisions that affect the work of their own group/team. Freedom to act within a framework of general guidelines.

Scope of Decisions

This factor assesses the significance of the decisions the position holder is directly responsible for in terms of geographic coverage levels. At the lowest level the decisions are of local or regional importance, at the highest level the decisions have an impact on key areas of an organization with global significance. Normal operative execution of decisions should not be evaluated here.

1 - Scope of the decisions is at national or regional level

The decisions have an impact on the particular region in which the position holder is located. The homeland and directly adjacent countries, where the organization operates to a limited extent, are understood as region.

Communication

By the requirements on communication abilities, we assess the nature and influence of the interaction with internal and external communication partners. The aim of the interaction is the exchange of technical information, influence or negotiations. The ability to interact with individuals and groups successfully is based on intercultural competence and social skills. This category covers the interpersonal skills considered relevant to the job evaluation requirements.

4 - Strong communication skills and empathy to communicate complex issues

Adequate social and intercultural competences are required. The position holder is able to motivate and positively influence others in his/her interactions. Complex issues processed in a target-group-oriented manner. Constant exchange and intensive networking within the organization and/or with customers and/or with partners. The complexity arises from the different hierarchical and / or professional levels and cultural backgrounds of the recipients. For example, attendance at professional conferences and meetings as well as the publication of scientific articles. Participation in and holding negotiations can be part of the position.

JOB

Job title	Deputy III Collector (Title Change: Assistant Chief Deputy)
Job code	0104050
Comments	
Organizational unit	Washington County Collector - 104
Global job family	Municipal / Public Services Public Administration

Summary

The *Public Administration* job family consists of positions that manage, supervise, or perform administrative functions in support of public programs and services. This includes positions in executive, legislative, and judicial branches of government, as well as positions in public and quasi-public organizations.

Typical activities

- Carries out day to day administration tasks.
- Helps in the allocation of public resources.
- Reports any administrative issues to the relevant bodies.
- Manages and coordinates programs and services.

Synonyms or related job titles

Civil Servant, Public Servant, Civil Service, Public Service, Local Government Officer, County Administrator, Parish Administrator, City Manager, County Manager, Urban and Regional Planner, Community Service Manager

Legacy Grade	11
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GRADING RESULT

Career	Management
Grade	15

FACTORS

Professional Knowledge

By professional knowledge, we assess the demands on the type of training required to enable the position holder to cope with job-specific tasks and situations. The required skills and knowledge consist mainly of formal qualifications and relevant work experience. Basis for this classification are acquired skills and the associated knowledge in theory and practice. The model is compatible to the levels of the European Qualification Framework EQF. The different skills at a level are comparable, but not the same. The individual specifications are based on formal degrees, but qualifications may also be obtained in other ways. Technical core competencies for the job.

5 - The position requires professional knowledge typically based on an Associate degree or vocational training with additional qualifications.

The position requires college education or formal vocational training as well as additional qualifications or professional knowledge at equivalent level acquired by work experience.

Experience

This factor assesses the technical or function-specific work experience beyond the formal qualifications necessary for the position. This is based on the assumption that both professional requirements of the position and the position holder's competencies develop constantly. Relevant practical experience beyond formal qualification is thus necessary to meet the requirements of the position in its entirety. Time spent in a position after formal qualification is usually considered work experience. Work as a research fellow can also be considered to be work experience. Relevant work experience as a freelancer or internships can be regarded as adequate work experience, too. Business and organization-specific knowledge is not assessed in this factor, it is assessed separately in organizational knowledge.

4 - 3-5 years

3-5 years of professional experience commonly mean solid professional experience. In addition to professional qualifications, solid professional experience is needed to fulfil the requirements of the position. The additional knowledge and skills acquired through solid experience provide a significant increase of knowledge in scope, depth and content. Thus the position holder can process more complex tasks compared to less experienced staff at the same level of formal qualification. Alternatively, the additional skills could be acquired by a 2-year supplementary technical training. This should be considered when assessing the factors professional knowledge and experience. The basis is usually at least a 3-year, specialized vocational training or higher education. Depending on the focus of the position, well-founded knowledge of the industry or of relevant markets is developed.

Cognitive Abilities / Problem Solving

This factor covers the requirements on the position holders' problem-solving skills. The demands on mental performance, recognizing interrelations and solution development increases with both the complexity of the tasks and the sources that need to be considered. It describes the requirements needed to adapt to new situations and at higher levels to develop or evaluate solutions in terms of risks, inter-dependencies and potentials.

6 - Assessment of new problems, analysis and modification of known solutions

The demands on the cognitive abilities are analytical, partly conceptual in a heterogeneous but usually known context with appropriate requirements on flexibility and basic abstract thinking. Application-oriented diagnosis of various problems of moderate complexity. Participating / assisting in the development of new problem-solving procedures within the framework of a specific discipline.

Span of Control

This factor assesses the span of control. With increasing levels, the leadership task becomes more complex and versatile. The size and diversity of controlled entities and other subordinate levels serve as an indicator. Deployment of staff and resources to achieve objectives. Evaluation of performance, evaluation of options for personnel development, motivation, possibly training. Recruitment, conflict resolution, weighing up of divergent objectives.

3 - Leading a large team (more than 12 employees)

As a line manager the position holder has disciplinary responsibility for the operational leadership of teams of more than 12 employees.

Occupation group managed

This factor serves as a modifier for the span of control and takes into account the level of the managed employees. The level of the core of the managed entity provides the basis for the classification.

2 - Qualified staff, particularly fully trained or certified employees

The directly or indirectly led occupation group consists primarily of skilled employees and possibly junior professionals.

Organizational Knowledge

With this factor, the requirements on knowledge of the organization are assessed in terms of the interaction of individual units and business processes. At higher levels the knowledge extends further than the own organization and additionally covers relevant external relationships and their effects on the organization.

4 - Organizational knowledge of own field/department and interconnected units

The position requires knowledge on the structures of the own department and on operational interactions of organizational units within the own area, as well as groups of interdependent areas. Organizational skills at this level are generally required in order to perform an operational, functional or disciplinary management task.

Processes

This factor measures the impact of the position in running, monitoring, optimizing and developing processes. Business processes consist of a set of logically linked individual actions (tasks, activities) that are executed to achieve a business or operational goal. A process is repeatable, connected to added value, and uses resources of the organization. In case of externally operating roles the corresponding factor levels may be used accordingly.

3 - Optimizing existing processes, participation in the development of new processes

Adaptation of existing processes to other situations. The extended objective is to suggest improvements and analyze process times, process costs and process quality, and to identify requirements for new processes. Process optimization is a regular and important part of the position. Regularly means that attached (sub-) processes are analyzed at least once a year and adjusted if necessary. This is typically the first level of process ownership. An assessment of the complexity of these processes will be provided by the next factor.

Complexity

Processes can be very diverse. To capture the complexity of the processes, and to serve as a modifier for the process ownership, this factor provides three different levels of complexity of processes within an organization.

2 - Complex processes

(Sub-) processes can build on each other or can be interlaced. Changes in one sub-process can typically have a minor impact on the whole process or other interconnected sub-processes without major changes of the final outcome.

Organizational Responsibility

The factor assesses the responsibilities of leaders from an organizational perspective. Freedom to act, position of the function within the hierarchy levels, range of disciplinary authority

Definition of terms:

Division

- consists of multiple departments, possibly international or within a matrix organisation
- may possibly have staff functions with considerable functional responsibility outside of teams

Department

- consists of multiple teams, possibly international or within a matrix organisation
- may possibly have specialist functions outside of teams

Team

- group of multiple employees, irrespective of their qualification

1 - Responsibility for operational/technical and disciplinary decisions for the own team. (1st management-level)

Technical and operational decisions related to the work and performance of own team. Freedom of action within a framework defined by higher-level goals. Typically corresponds to the lowest level of leadership / team leader level. Leading staff functions with significant professional responsibilities is typically regarded as an independent department and evaluated with the second factor level, even if only a few specialists are led.

Scope of Decisions

This factor assesses the significance of the decisions the position holder is directly responsible for in terms of geographic coverage levels. At the lowest level the decisions are of local or regional importance, at the highest level the decisions have an impact on key areas of an organization with global significance. Normal operative execution of decisions should not be evaluated here.

1 - Scope of the decisions is at national or regional level

The decisions have an impact on the particular region in which the position holder is located. The homeland and directly adjacent countries, where the organization operates to a limited extent, are understood as region.

Communication

By the requirements on communication abilities, we assess the nature and influence of the interaction with internal and external communication partners. The aim of the interaction is the exchange of technical information, influence or negotiations. The ability to interact with individuals and groups successfully is based on intercultural competence and social skills. This category covers the interpersonal skills considered relevant to the job evaluation requirements.

4 - Strong communication skills and empathy to communicate complex issues

Adequate social and intercultural competences are required. The position holder is able to motivate and positively influence others in his/her interactions. Complex issues processed in a target-group-oriented manner. Constant exchange and intensive networking within the organization and/or with customers and/or with partners. The complexity arises from the different hierarchical and / or professional levels and cultural backgrounds of the recipients. For example, attendance at professional conferences and meetings as well as the publication of scientific articles. Participation in and holding negotiations can be part of the position.

JOB

Job title Head Bookkeeper (**Title Change: Bookkeeper**)

Job code 0104003

Comments

Organizational unit Washington County | Collector - 104

Global job family Finance | Accounting

Summary

The *Accounting* job family consists of positions that record, maintain, analyze, and report on all financial data.

Job holders examine, analyze, and interpret accounting records to prepare financial statements, give advice, or audit and evaluate statements prepared by others.

May also install or advise on systems of recording costs or other financial and budgetary data.

Typical Activities

- Records, maintains, and analyzes financial data.
- Prepares financial reports for planning and for use by other departments.
- Advises executive leadership on budgetary questions.
- Ensures appropriate accounting procedures are followed.

Synonyms or related job titles

Accountant, Auditor, Certified Accountant, Chartered Accountant, Management Accountant

Legacy Grade 14

GRADING RESULT

Career Management

Grade 16

FACTORS

Professional Knowledge

By professional knowledge, we assess the demands on the type of training required to enable the position holder to cope with job-specific tasks and situations. The required skills and knowledge consist mainly of formal qualifications and relevant work experience. Basis for this classification are acquired skills and the associated knowledge in theory and practice. The model is compatible to the levels of the European Qualification Framework EQF. The different skills at a level are comparable, but not the same. The individual specifications are based on formal degrees, but qualifications may also be obtained in other ways. Technical core competencies for the job.

5 - The position requires professional knowledge typically based on an Associate degree or vocational training with additional qualifications.

The position requires college education or formal vocational training as well as additional qualifications or professional knowledge at equivalent level acquired by work experience.

Experience

This factor assesses the technical or function-specific work experience beyond the formal qualifications necessary for the position. This is based on the assumption that both professional requirements of the position and the position holder's competencies develop constantly. Relevant practical experience beyond formal qualification is thus necessary to meet the requirements of the position in its entirety. Time spent in a position after formal qualification is usually considered work experience. Work as a research fellow can also be considered to be work experience. Relevant work experience as a freelancer or internships can be regarded as adequate work experience, too. Business and organization-specific knowledge is not assessed in this factor, it is assessed separately in organizational knowledge.

5 - 5-8 years

The position requires relevant practical experience of 5 to 8 years. This level of professional experience corresponds to a performance level on which a career can stabilize for several years until retirement. Positions for senior professionals or senior administrative or technical staff are often found at this level. Depending on the content of the position the position holder has acquired good knowledge of the industry and the relevant markets over this period of time.

Cognitive Abilities / Problem Solving

This factor covers the requirements on the position holders' problem-solving skills. The demands on mental performance, recognizing interrelations and solution development increases with both the complexity of the tasks and the sources that need to be considered. It describes the requirements needed to adapt to new situations and at higher levels to develop or evaluate solutions in terms of risks, inter-dependencies and potentials.

7 - Analysis of new problems, assessment of technical information and other sources, development of new solutions

The demands on the cognitive abilities are mainly analytical and conceptual in a heterogeneous environment and require a high degree of flexibility and capacity to process information. Processing complex issues that require analyzing various sources as well as analytical and conceptual thinking to develop new solutions. Development of problem-solving methods or processes within a discipline or sub-discipline. The complexity is defined by a system or work environment with a large number of variable dimensions. Typically, full information on the individual components and their interaction is not available.

Span of Control

This factor assesses the span of control. With increasing levels, the leadership task becomes more complex and versatile. The size and diversity of controlled entities and other subordinate levels serve as an indicator. Deployment of staff and resources to achieve objectives. Evaluation of performance, evaluation of options for personnel development, motivation, possibly training. Recruitment, conflict resolution, weighing up of divergent objectives.

2 - Leading a medium-sized team (6 to 12 employees)

As a line manager the position holder has disciplinary responsibility for the operational leadership of teams of 6 to 12 employees.

Occupation group managed

This factor serves as a modifier for the span of control and takes into account the level of the managed employees. The level of the core of the managed entity provides the basis for the classification.

2 - Qualified staff, particularly fully trained or certified employees

The directly or indirectly led occupation group consists primarily of skilled employees and possibly junior professionals.

Organizational Knowledge

With this factor, the requirements on knowledge of the organization are assessed in terms of the interaction of individual units and business processes. At higher levels the knowledge extends further than the own organization and additionally covers relevant external relationships and their effects on the organization.

5 - Organizational knowledge of own field/department and its relation to the business objectives

The position requires knowledge of the structures of their own field as well as interlinked areas and their importance to the business objectives. Organizational skills at this level are generally required to perform a partially operational, but mainly tactical, functional or disciplinary management task.

Processes

This factor measures the impact of the position in running, monitoring, optimizing and developing processes. Business processes consist of a set of logically linked individual actions (tasks, activities) that are executed to achieve a business or operational goal. A process is repeatable, connected to added value, and uses resources of the organization. In case of externally operating roles the corresponding factor levels may be used accordingly.

3 - Optimizing existing processes, participation in the development of new processes

Adaptation of existing processes to other situations. The extended objective is to suggest improvements and analyze process times, process costs and process quality, and to identify requirements for new processes. Process optimization is a regular and important part of the position. Regularly means that attached (sub-) processes are analyzed at least once a year and adjusted if necessary. This is typically the first level of process ownership. An assessment of the complexity of these processes will be provided by the next factor.

Complexity

Processes can be very diverse. To capture the complexity of the processes, and to serve as a modifier for the process ownership, this factor provides three different levels of complexity of processes within an organization.

2 - Complex processes

(Sub-) processes can build on each other or can be interlaced. Changes in one sub-process can typically have a minor impact on the whole process or other interconnected sub-processes without major changes of the final outcome.

Organizational Responsibility

The factor assesses the responsibilities of leaders from an organizational perspective. Freedom to act, position of the function within the hierarchy levels, range of disciplinary authority

Definition of terms:

Division

- consists of multiple departments, possibly international or within a matrix organisation
- may possibly have staff functions with considerable functional responsibility outside of teams

Department

- consists of multiple teams, possibly international or within a matrix organisation
- may possibly have specialist functions outside of teams

Team

- group of multiple employees, irrespective of their qualification

1 - Responsibility for operational/technical and disciplinary decisions for the own team. (1st management-level)

Technical and operational decisions related to the work and performance of own team. Freedom of action within a framework defined by higher-level goals. Typically corresponds to the lowest level of leadership / team leader level. Leading staff functions with significant professional responsibilities is typically regarded as an independent department and evaluated with the second factor level, even if only a few specialists are led.

Scope of Decisions

This factor assesses the significance of the decisions the position holder is directly responsible for in terms of geographic coverage levels. At the lowest level the decisions are of local or regional importance, at the highest level the decisions have an impact on key areas of an organization with global significance. Normal operative execution of decisions should not be evaluated here.

1 - Scope of the decisions is at national or regional level

The decisions have an impact on the particular region in which the position holder is located. The homeland and directly adjacent countries, where the organization operates to a limited extent, are understood as region.

Communication

By the requirements on communication abilities, we assess the nature and influence of the interaction with internal and external communication partners. The aim of the interaction is the exchange of technical information, influence or negotiations. The ability to interact with individuals and groups successfully is based on intercultural competence and social skills. This category covers the interpersonal skills considered relevant to the job evaluation requirements.

4 - Strong communication skills and empathy to communicate complex issues

Adequate social and intercultural competences are required. The position holder is able to motivate and positively influence others in his/her interactions. Complex issues processed in a target-group-oriented manner. Constant exchange and intensive networking within the organization and/or with customers and/or with partners. The complexity arises from the different hierarchical and / or professional levels and cultural backgrounds of the recipients. For example, attendance at professional conferences and meetings as well as the publication of scientific articles. Participation in and holding negotiations can be part of the position.

JOB

Job title	Tax Enforcement Manager
Job code	0104080
Comments	
Organizational unit	Washington County Collector - 104
Global job family	Municipal / Public Services Public Administration Revenue / Tax Authorities

Summary

The *Revenue / Tax Authorities* job family is responsible for the administration and enforcement of taxes and other revenue-related laws and regulations. This includes collecting taxes, auditing taxpayers, and investigating and prosecuting tax evasion and other revenue-related crimes.

Typical activities

- Assesses taxes and other revenues owed to the government.
- Collects taxes and other revenues from individuals and businesses.
- Enforces payment of taxes and other revenues owed to the government.
- Works with other government agencies to ensure efficient and effective tax collection

Synonyms or related job titles

City Tax Auditor, Revenue Agent, Revenue Collector, Revenue Officer, Revenue Specialist, Tax Collector, Tax Compliance Officer, Tax Examiner, Excise Officer, Tax Officer, Taxation Inspector

Legacy Grade	12
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GRADING RESULT

Career	Management
Grade	14

FACTORS

Professional Knowledge

By professional knowledge, we assess the demands on the type of training required to enable the position holder to cope with job-specific tasks and situations. The required skills and knowledge consist mainly of formal qualifications and relevant work experience. Basis for this classification are acquired skills and the associated knowledge in theory and practice. The model is compatible to the levels of the European Qualification Framework EQF. The different skills at a level are comparable, but not the same. The individual specifications are based on formal degrees, but qualifications may also be obtained in other ways. Technical core competencies for the job.

5 - The position requires professional knowledge typically based on an Associate degree or vocational training with additional qualifications.

The position requires college education or formal vocational training as well as additional qualifications or professional knowledge at equivalent level acquired by work experience.

Experience

This factor assesses the technical or function-specific work experience beyond the formal qualifications necessary for the position. This is based on the assumption that both professional requirements of the position and the position holder's competencies develop constantly. Relevant practical experience beyond formal qualification is thus necessary to meet the requirements of the position in its entirety. Time spent in a position after formal qualification is usually considered work experience. Work as a research fellow can also be considered to be work experience. Relevant work experience as a freelancer or internships can be regarded as adequate work experience, too. Business and organization-specific knowledge is not assessed in this factor, it is assessed separately in organizational knowledge.

4 - 3-5 years

3-5 years of professional experience commonly mean solid professional experience. In addition to professional qualifications, solid professional experience is needed to fulfil the requirements of the position. The additional knowledge and skills acquired through solid experience provide a significant increase of knowledge in scope, depth and content. Thus the position holder can process more complex tasks compared to less experienced staff at the same level of formal qualification. Alternatively, the additional skills could be acquired by a 2-year supplementary technical training. This should be considered when assessing the factors professional knowledge and experience. The basis is usually at least a 3-year, specialized vocational training or higher education. Depending on the focus of the position, well-founded knowledge of the industry or of relevant markets is developed.

Cognitive Abilities / Problem Solving

This factor covers the requirements on the position holders' problem-solving skills. The demands on mental performance, recognizing interrelations and solution development increases with both the complexity of the tasks and the sources that need to be considered. It describes the requirements needed to adapt to new situations and at higher levels to develop or evaluate solutions in terms of risks, inter-dependencies and potentials.

6 - Assessment of new problems, analysis and modification of known solutions

The demands on the cognitive abilities are analytical, partly conceptual in a heterogeneous but usually known context with appropriate requirements on flexibility and basic abstract thinking. Application-oriented diagnosis of various problems of moderate complexity. Participating / assisting in the development of new problem-solving procedures within the framework of a specific discipline.

Span of Control

This factor assesses the span of control. With increasing levels, the leadership task becomes more complex and versatile. The size and diversity of controlled entities and other subordinate levels serve as an indicator. Deployment of staff and resources to achieve objectives. Evaluation of performance, evaluation of options for personnel development, motivation, possibly training. Recruitment, conflict resolution, weighing up of divergent objectives.

1 - Leading a small team (1 to 5 employees)

As a line manager the position holder has disciplinary responsibility for the operational leadership of teams of 1 to 5 employees.

Occupation group managed

This factor serves as a modifier for the span of control and takes into account the level of the managed employees. The level of the core of the managed entity provides the basis for the classification.

1 - Unskilled or semi-skilled employees

The directly or indirectly led occupation group consists primarily of unskilled or semi-skilled staff.

Organizational Knowledge

With this factor, the requirements on knowledge of the organization are assessed in terms of the interaction of individual units and business processes. At higher levels the knowledge extends further than the own organization and additionally covers relevant external relationships and their effects on the organization.

3 - Operative organizational knowledge within a department

The position requires operational knowledge on how individual groups or contributors cooperate within a department as well as knowledge on the coordination of resources. Furthermore, operational knowledge for interacting with teams from other areas is required. Organizational skills at this level are generally required to perform a clearly defined, operational, functional or disciplinary management task.

Processes

This factor measures the impact of the position in running, monitoring, optimizing and developing processes. Business processes consist of a set of logically linked individual actions (tasks, activities) that are executed to achieve a business or operational goal. A process is repeatable, connected to added value, and uses resources of the organization. In case of externally operating roles the corresponding factor levels may be used accordingly.

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The factor assesses the responsibilities of leaders from an organizational perspective. Freedom to act, position of the function within the hierarchy levels, range of disciplinary authority

Definition of terms:

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Scope of Decisions

This factor assesses the significance of the decisions the position holder is directly responsible for in terms of geographic coverage levels. At the lowest level the decisions are of local or regional importance, at the highest level the decisions have an impact on key areas of an organization with global significance. Normal operative execution of decisions should not be evaluated here.

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4 - Strong communication skills and empathy to communicate complex issues

Adequate social and intercultural competences are required. The position holder is able to motivate and positively influence others in his/her interactions. Complex issues processed in a target-group-oriented manner. Constant exchange and intensive networking within the organization and/or with customers and/or with partners. The complexity arises from the different hierarchical and / or professional levels and cultural backgrounds of the recipients. For example, attendance at professional conferences and meetings as well as the publication of scientific articles. Participation in and holding negotiations can be part of the position.

IT Department- 2023 Position Change Request																
03.23.2023																
FUND 1000																
*beginning PP 2301090																
PCN	NAME	2023 FINAL BUDGET SALARY	CURRENT HOURLY RATE	CURRENT GRADE	EXPECTED HOURS PAID YTD	EXPECTED SALARY PAID YTD	PROPOSED ANNUAL SALARY	PROPOSED HOURLY RATE	NEW GRADE	REMAINING PAY PERIOD HOURS	SALARY FOR REMAINDER OF YEAR	BUDGET INCREASE SALARY LINE 1001	BUDGET INCREASE FICA/MEDI	BUDGET INCREASE APERS	BUDGET INCREASE W.COMP	OVERALL TOTAL BUDGET INCREASE
0115011 - new	NETWORK ADMIN	\$0.00					\$69,486.83	\$33.41	23	1440	\$48,110.40	\$48,110.40	\$3,680.45	\$7,370.51	\$39.40	\$59,200.76
												\$48,110.40	\$3,680.45	\$7,370.51	\$39.40	\$59,200.76
Ordinance Prep Lines																
		10000115.1001	SALARIES FULL TIME				\$48,110.40									
		10000115.1006	SOCIAL SECURITY MATCHING				\$3,680.45									
		10000115.1008	EMPLOYER RETIREMENT CONTRIBUTION				\$7,370.51									
		10000115.1010	WORKERS COMP				\$39.40									
						\$59,200.76	OVERALL TOTAL FOR ORDINANCE									
Slot 0115020 will be dissolved and the unused salary portion of \$39,564.20 will be returned to unappropriated reserves during the Quarterly de-appropriation of salaries Ordinance process.																
*J. Hinkle - Understanding employee in slot 0115020 Software support currently will be paid from this slot through PP2301080, then they will move to slot 0115022 Help Desk Coordinator.																
Employee currently in slot 0115022 Help Desk Coordinator will move to newly created slot 0115011 Network Administrator beginning with PP 2301090																



**WASHINGTON COUNTY, ARKANSAS
INFORMATION TECHNOLOGY**

To: Director Patty Burchett

March 20, 2023

Dear Director Burchett:

Per our discussion of Friday, March 17, I would propose to change the following six position titles:

Position #s	Current Position Title	New Position #	Proposed Position Title
0115003	Network and Computer Administrator		Systems Administrator
0115065	911 Deputy Director		GIS Analyst
0115060 / 0115061	Desktop Support Technician		IT Support Specialist
0115010	Senior Programmer and Systems Analyst		Database Administrator and Project Coordinator
0115063	Senior Programmer / Analyst		Senior Systems Analyst

The purpose of these title changes is to create alignment with neighboring counties with regards to titles and duties. Re-grading these positions will not be necessary. These title changes will not result in any budgetary adjustments for the 2023 budget cycle. Please place this request in queue for the appropriate JESAP meeting for consideration. Thank you.

Sincerely,

Steven Baird

Director of Information Technology
Washington County Government
479-444-1649

Attachments: Systems Administrator position description
 GIS Analyst position description
 IT Support Specialist position description
 Database Administrator and Project Coordinator position description
 Senior Systems Analyst position description



WASHINGTON COUNTY, ARKANSAS
INFORMATION TECHNOLOGY

To: Director Patty Burchett

March 20, 2023

Dear Director Burchett:

Per our discussion of Friday, March 17, I would propose to:

- 1) Add a new position classification to the IT Department (Network Administrator), and
- 2) Move the current employee holding the title of Help Desk Coordinator to this new classification as the individual is performing these job duties, and
- 3) Move another current employee into the Help Desk Coordinator position vacated in #2 above as this individual is performing these job duties.

Position #s	Current Position Title	New Position #	Proposed Position Title	Proposed Assignment
		01150__	Network Administrator	Kylie Johns
0115022	Help Desk Coordinator	N/A		Jerome Anderson

The purpose of these position adjustments is to recognize the knowledge, skills, abilities and habits necessary to perform the network administration role in Washington County. The two individuals noted above are performing the duties within the class descriptions attached below. These actions will bring alignment into the roles being performed.

The projected effect on the 2023 budget is estimated to be if the grading for the Network Administrator position is slotted for Grade 23:

Position	Proposed Employee	Prior Salary	Proposed Salary
Network Administrator	Kylie Johns	\$64,303.43	\$69,486.83
Help Desk Coordinator	Jerome Anderson	\$57,144.14	\$64,303.43

The net effect will be a total salary increase of \$12,342.69 in the IT Department for budget year 2023.

Please place this request in queue for the appropriate JESAP meeting for consideration. Thank you.

Sincerely,

Steven Baird

Director of Information Technology
Washington County Government
479-444-1649

Attachments: [Network Administrator position description](#)
[Help Desk Coordinator position description](#)