

# CHAPTER 5

## CLASSIFICATION AND PAY PLAN UPDATE - 02/20/2020

At the direction of the Board of Supervisors effective February 20, 2020, Loudoun County implemented new pay plans and a new policy governing classification and pay for County employees. The new administrative policy, Classification and Compensation Procedures, HR-45, replaces large portions of Chapter 5 making much of Chapter 5 obsolete. HR-45 shall govern classification and pay until a new policy is adopted by the Board of Supervisors. Policy decisions and interpretation regarding any aspect of classification and pay shall be made by the Department of Human Resources in consultation with the Offices of the County Administrator and the County Attorney.

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## CHAPTER 5

### CLASSIFICATION AND PAY PLAN

**Purpose:** The purpose of this chapter is to describe the classification and pay plan and policies pertaining to pay as applied to all employees in classified positions.

**Intent:** The classifications and pay plan is intended to be: 1) competitive with the labor market and other public and private sector employers; 2) equitable in that classification and levels of allocated compensation reflect relative levels of work, duties, knowledge, skills, abilities, education and experience, difficulty and responsibility and 3) the functional basis, in conjunction with the position performance plan, upon which personnel management decisions and actions occur. It is also intended that: 1) pay will be established on an equitable basis and without discrimination; 2) procedures and work records will be utilized as necessary to ensure equitable and uniform administration and accountability of pay; and 3) all policies and personnel actions will be in compliance with the Fair Labor Standards Act (FLSA) and all other applicable federal and state regulations.

#### 5.0 OFFICIAL COPY OF CLASSIFICATION AND PAY PLAN

An official copy of the classification and pay plan shall be maintained and consists of a schematic list, a salary schedule and class specifications.

#### 5.1 SCHEMATIC LIST AND SALARY SCHEDULE

The Schematic List is the listing of Loudoun County's fifteen job classifications, along with the pay grade and pay band allocated to each class.

The Salary Schedule serves as the record of pay established for each grade. The salary schedule designates the numerical pay grade associated with each classification and the pay band which indicates minimum and maximum compensation levels. The minimum level of compensation on the Salary Schedule will not be lower than the current minimum wage as established by the Fair Labor Standards Act. Current pay grades and pay bands are a result of the consolidation of former grades and salary ranges, which reflected market values as well as classification evaluations.

#### 5.2 JOB CLASSIFICATIONS AND CLASS SPECIFICATIONS

Loudoun County's fifteen job classifications are each described through class specifications which document the class title, class code, levels of work and requirements in terms of the classification factors. Class standards are provided in Appendix A and Class Specifications themselves are provided in Appendix B. While the job classification reflects standards and levels of work, the position performance plan reflects specific tasks, duties and responsibilities of the job. Neither the job classification nor the performance plan are totally inclusive or exclusive; supervisory staff may make occasional reasonable deviations from the both documents in assigning work necessary to serve the public interest.

**5.3 MAINTENANCE OF THE CLASSIFICATION AND PAY PLAN**

The County Administrator is authorized to administer pay as established by the Board of Supervisors.

Salary surveys will be conducted periodically at the direction of the County Administrator to assess Loudoun County's compensation levels in comparison to similar positions in the private and public sector. Class evaluations may be conducted in order to ensure that pay grades allocated to each class reflect the relative worth of each class according to the County's classification and pay plan based on: 1) consideration of job factor standards; 2) comparable compensation rates for similar positions in the public and private sector and 3) comparable compensation rates for other classifications in the pay plan.

Through resolution, the Board of Supervisors may provide pay coverage, on a reimbursable basis, to government entities or other public, non-profit organizations if: the benefit to the County outweighs the cost of providing the service; the service can be extended to organizations without detracting from the efficient administration of pay for County organizations under the control or direction of the Board of Supervisors; and the addition of non-County employees on the payroll is not inconsistent with State and Federal laws. The organization shall agree to furnish any information or reports requested by the County Administrator or as otherwise required by Federal and State laws.

**5.4 AMENDMENTS TO THE CLASSIFICATION AND PAY PLAN**

Amendments to the classification and pay plan must be approved by the Board of Supervisors. Any or all of the following circumstances may result in a recommendation that the classification and pay plan be amended :

- 1) An economic adjustment to the pay scale may be appropriate in order to remain competitive in the labor market or for other reasons,
- 2) The grade allocated to a classification is not commensurate with the comparable level of difficulty and responsibility,
- 3) A classification needs to be added to or deleted from the system,
- 4) A grade needs to be added or deleted, or
- 5) A classification's grade needs to be reallocated.

**5.5 JOB ANALYSIS AND CLASSIFICATION REVIEW <sup>1</sup>**

Job analysis and classification review of positions may be occasionally needed to ensure that designated job classifications are current. County-wide job analysis and classification review will be at the direction of the County Administrator. However, analysis and review of specific positions may occur on a periodic basis as needed and may occur as part of the performance planning or assessment processes. Supervisors and employees may be asked to provide and verify written or verbal data that is used in a job analysis. Any changes to the designated job classification of a position must be approved by the County Administrator. The County Administrator may also

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<sup>1</sup> Revised July 17, 1996

approve exceptions to the experience and educational requirements in the Class Specification Standards (Appendix A) as they apply to sworn employees of the Office of the Sheriff.

**5.6 PAY<sup>2</sup>**

In instances where an employee's pay rate is established by another governmental entity and is in excess of the rate of pay established by the County, such alternate pay rate will be effective. In instances when an employee's pay rate is established by another governmental entity and is lower than the rate of pay established by the County, the County Administrator may take appropriate action to maintain the pay rate established by the County.

Rates of pay for positions are determined in accordance with Loudoun County's Classification and Pay Plan. An employee's salary is limited to the classified pay band (at or between the minimum and maximum salaries), and an employee's salary cannot exceed the maximum of the pay band (even if a possible scale adjustment or base pay increase is approved). Some market adjustments may be applied as a percentage above the maximum. Except as provided elsewhere in these regulations, all persons hired (on a regular or temporary basis) into classified positions will meet minimum position requirements for the job classification and will be paid at the corresponding minimum of the pay band. Department Heads may approve salary offers up to the midpoint of the pay band. The County Administrator, or designee, may approve salary offers from the midpoint to the maximum of the pay band.

Market adjustments may be assigned to positions to address recruitment and retention issues in the labor market. Market adjustments are temporary and may be eliminated at any time. If there is a change in the market conditions that precipitated the market adjustment or in the duties of the position, the market adjustment may be reduced, increased or eliminated and the base salaries of employees in affected position(s) will be reduced or increased. If a market adjustment is eliminated but the job duties remain the same, the County Administrator may authorize the salary of an incumbent to remain at the same level as it was when the market adjustment was in place. If job duties do not remain the same, incumbents' salaries will be reduced by the amount of the market adjustment.

The County reserves the right to institute, replace or eliminate certain forms of compensation (*e.g stipends and market adjustments*) in accordance with Loudoun County Classification and Pay Plan policies and procedures.<sup>3</sup>

Employees must have actively worked their regularly scheduled hours for at least 120 work days during the performance assessment year and must meet other eligibility criteria to receive a performance pay increase, with the exception of those on military leave, education leave, injury leave or worker's compensation leave. (See Chapter 8.4 – Performance Increases.)<sup>4</sup>

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<sup>2</sup> Revised July 18, 2006

<sup>3</sup> Revised October 21, 2008

<sup>4</sup> Revised October 4, 2005

**5.6.01 New Hires**

- (A) Salaries for new hires are based on consideration of candidate qualifications and skills, the external labor market, internal equity and other organizational considerations. Salaries above the minimum of the pay band are offered at the County's discretion and are based on the following criteria, the values of which may be applied cumulatively:
- (1) Each educational degree directly related to and beyond minimum requirements of the position has a maximum value of 5%.
  - (2) Each two years of experience directly related to and beyond minimum requirements of the position has a maximum value of 5%.
  - (3) Each certification which has been obtained through an extensive program of study and training, is recognized by a national, state or professional institution and is directly related to and beyond minimum requirements of the position has a maximum value of 5%. If 5% credit is provided at the time of hire, no other forms of additional compensation will be provided for the same certification, e.g. salary and market adjustment awarded to certain classes of Sheriff's employees in FY 95.
  - (4) Specialized or unique knowledge, skills and abilities directly related to and beyond minimum requirements of the position have a value of up to 5%, up to 10%, or up to 15%, as determined on a case-by-case evaluation of each candidate and the job.
  - (5) Significant market factors, as measured by the number of qualified applicants, salary comparisons with like positions in other organizations, or other means, have a maximum value of 5%. The County Administrator or designee in the Department of Management Services may approve, in unique circumstances, a value for market considerations which is greater than 5% (up to the maximum of the pay band).
- (B) Generally, temporary employees may be hired for durations not to exceed two continuous years of employment. This does not apply to temporary employees who work on a substitute, as-needed basis.

**5.6.02 Acting Appointments<sup>5</sup>**

- (A) Department Heads may approve acting appointments of regular employees for periods of 30 consecutive (not sporadic) calendar days or longer, not to exceed one year. Employees placed in an acting appointment must meet minimum qualifications for the position. Employees in acting appointments must perform the full range of duties associated with the position. Employees in acting appointments will be paid commensurate with the new classification for the duration of the acting appointment. It is the responsibility of departments to initiate personnel action forms to initiate the acting appointment and salary change as well as to terminate such appointments.

- (B) If the acting appointment is in the same salary range, there is typically no salary change. The County Administrator or his designee may approve up to a 15% increase based on consideration of the same criteria used for new hires using the factors in Section 5.6.03(B)(1-4).<sup>3</sup>
- (C) If the acting appointment is in a different salary range, the salary will be determined using the factors in Section 5.6.03(B)(1-4). Normally, employees placed in acting appointments due to management initiatives will not suffer a reduction in pay.<sup>3</sup>
- (D) Employees in acting appointments will not lose status or benefits associated with his or her regular employment. At the conclusion of the acting appointment, the salary will revert to the previous salary with any adjustments commensurate with the salary range of that position.<sup>3</sup>

**5.6.03 Pay for Transfers, Promotions and Demotions**<sup>5</sup>

- (A) An employee transferring to another position must meet minimum qualifications for the position and must be paid within the pay band (at or between the minimum and maximum salaries) of the classified grade. Employees are not permitted to exceed the salary range unless a market adjustment has been applied to the position.
- (B) If the transfer is in the same salary range, it is viewed as a lateral transfer and there is typically no salary change. The County Administrator or designee may approve up to a 15% increase based on consideration of the same criteria used for new hires and if the following criteria are met: 1) the new position entails a significantly higher level of responsibility based on the position performance plans; 2) the employee qualifies for an increase based on education, experience, certifications, knowledge, skills and abilities or market factors; 3) budgetary constraints; 4) internal equity; and 5) existence of a vacant position which has been filled through competitive selection. Other organizational considerations must be evaluated, including length of time in current position.<sup>6</sup>
- (C) If the transfer is to a position in a higher salary range, it is viewed as a promotion and the salary will be increased by at least 5%. The salary increase may exceed 5% based on consideration of the same criteria used for new hires, Section 5.6.01(A).

- (D) If the transfer is to a position in a lower class/pay band, it is viewed as a demotion and the salary will generally be decreased by at least 5% based on the circumstances of the situation, to include reason for the transfer, equity and other organizational issues. If the demotion is a result of disciplinary action, a decrease of at least 5% in pay must occur.<sup>10</sup>
  
- (E) Transfers to a position in a lower or lateral class/pay band will be treated as stated in section (D) except when the employee is transferred to a position which has a market adjustment from a position which does not have a market adjustment. In this situation, the employee's annual salary may not be allowed to exceed his/her previous annual salary for the higher position, when the market adjustment is applied. The County Administrator, or designee, may approve an annual salary which exceeds the employee's previous annual salary.<sup>7</sup>

**5.6.04**      **Reinstatement**<sup>11</sup>

If an employee should leave County employment from a regular position and subsequently returns within 26 weeks of separation to *any* regular position, County employment will be reinstated. If the returning employee returns to his/her same position, no new probationary period will apply. If the returning employee is reinstated into a new position, a new probationary period will apply. Unpaid annual and/or sick leave balances (including longevity days with an adjusted anniversary date) will be restored as specified in 6.1(D). If extenuating circumstances indicate that a higher or lower salary is appropriate, an exception may be requested through Human Resources with final approval at the determination of the County Administrator.

If an employee should leave County employment and return to a different position within six months, the employee will serve a new probationary period and the salary will be determined as a new hire.

**5.6.05**      **Compensation Beyond Authorized Workday and Workweek**<sup>10</sup>

All work beyond the authorized workday, workweek or regularly scheduled hours must be pre-approved by the employee's supervisor. It is the supervisor's responsibility to ensure that any work in excess of the authorized workday, workweek or regularly scheduled hours is necessary in order to provide or maintain services, that the work could not be delayed until the next authorized workday and that no other employee (who has not completed an authorized workday) can accomplish the work. Supervisors must exercise control and management of work activity so that only authorized and directed work is performed. Regularly scheduled hours do not include overtime hours or additional hours scheduled in advance beyond the budgeted hours for the position.

The types of pay or compensation provided for working beyond the authorized workday or workweek are described below, including eligibility for the pay or compensation, an overview and any conditions which may apply.

**(A) SERVICE PAY**

**Eligibility:** Employees who are non-exempt from FLSA.

**Overview:** Payment at regular hourly rate for hours worked in excess of the authorized workday up to FLSA work period levels. The work is for the purpose of providing or maintaining authorized County services.

**Conditions:** Service pay is not paid in addition to FLSA overtime pay. Employees may elect to accept exchange time instead of service pay (one hour of service pay equals one hour of exchange time). However, once employees reach applicable FLSA thresholds in a work period, they must be paid for all hours worked.

**(B) FLSA OVERTIME PAY<sup>8</sup>**

**Eligibility:** Employees who are non-exempt from FLSA.

**Overview:** Mandatory payment at time and one-half (calculated as a weighted average if employee holds more than one position) for hours physically worked beyond FLSA work periods, as defined below.

<u>Type of Position</u>	<u>Work Period</u>	..
Non-exempt	40 Hours/Week	- overtime provisions of FLSA apply if hours worked exceed 40 hours/week.
Non-exempt Sheriff's Office Law Enforcement	14 Days/86 hours	- overtime provisions of the FLSA apply if total hours worked exceed 86 hours in a 14 day period.
Non-exempt Fire Marshal's Office Law Enforcement	28 Days/171 hours	- overtime provisions of the FLSA are effective if total hours worked exceed 171 hours in a 28 day period.
Non-exempt fire protection	28 Days/212 hours	- overtime provisions of the FLSA are effective if total hours worked exceed 212 hours in a 28 day period.

**Conditions:** Employees cannot accept exchange time in lieu of overtime payment.



(C) **RECALL PAY**

**Eligibility:** Employees who are non-exempt from FLSA.

**Overview:** Payment at time and one-half (minimum payment of two hours) for work in excess of the authorized workday. The work is necessary and can not be delayed until the next day because it is on an emergency basis for the purpose of protecting life or public property or for the purpose of maintaining the

health, safety and welfare of County residents or employees. The employee must have completed an additional round-trip to the work site, i.e. the employee has gone home and returned to work.

**Conditions:** Recall pay is not a substitute for and is not paid in addition to FLSA overtime pay. Employees may elect to accept exchange time leave hours instead of recall pay (one hour of recall pay at time and one-half equals one and one-half hours of exchange time leave).

(D) **SERVICE PAY**<sup>9</sup>

**Eligibility:** Employees who are exempt from FLSA and not designated as Senior Staff (employees who are full-time, exempt and classified as Specialist IV, Advisor/Managers or Executives).

**Overview:** Payment for hours worked in excess of authorized workday. Work must be in response to emergency situations. Emergency situations are either defined as: 1) a situation where an immediate response is required to deliver service when health and safety are at risk, or 2) when there is a disruption in operations/services that are considered essential and require immediate maintenance and support that cannot wait until the next business day.

**Conditions:** Employees may elect to accept exchange time instead of service pay (one hour of service pay equals one hour of exchange time).

(E) **EXCHANGE TIME**<sup>10</sup>

**Eligibility:** Regular and temporary employees who are not designated as Senior Staff (as defined in 6.01).

**Overview:** Compensation for work performed which is in excess of the authorized workday. The work is necessary to maintain or provide services and has been approved by the employee's supervisor.

**Conditions:** Employees who are non-exempt from FLSA may elect to receive exchange time for hours worked in excess of the authorized workday, up to the FLSA work period defined in 5.6.05(B).

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**5.6.06**      **Pay When County Government is Closed<sup>10 / 11</sup>**

- (A) When the County government (or designated offices or facilities) is closed due to severe weather or other unforeseen emergency situation, regular employees and long-term full time temporary employees are generally excused from work with pay and do not have to use their own leave to account for their absence, as specified below:
  - (1) Employees who were regularly scheduled to work during a period that the government (or facilities) were closed will be paid for the hours of their regularly scheduled shift during which the County (or facility) was closed. Regularly scheduled hours do not include overtime hours or additional hours scheduled in advance beyond the budgeted hours for the position.
  - (2) Employees who were on scheduled leave with pay during the period that the County (or facility) was closed are not required to report leave during the period the County (or facility) was closed.
  - (3)<sup>11</sup> Employees must work or be in a paid status the day before and the day after the County is declared closed in order to receive pay for the closure. Employees who are on leave without pay will not receive compensation for the closure. Nine and ten-month employees must work their last regularly scheduled work day before the closure and their first regularly scheduled work day after the closure in order to receive pay for the closure.
- (B) Temporary employees (who are not classified as long-term full-time temporary) will not be provided pay on days when the County government is closed.
- (C) In order to maintain essential 24-hour critical operations and services, some employees may be required to work on days when the County government is closed. Employees who are required to work on such days are compensated as follows:
  - (1) Employees who are not Senior Staff: The employee may elect to receive payment for the time worked through additional compensation or exchange time. If pay is elected, hours worked will be paid as specified in 5.6.05. Employees who elect Exchange Time are subject to the limitations specified in 5.6.05(E).
  - (2) Regular employees who are Senior Staff: No additional compensation for hours worked.

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<sup>10</sup> Revised October 16, 2007

<sup>11</sup> Revised June 6, 2006

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**5.6.07      On-Call Pay<sup>12</sup>**

- (A) On-call pay is provided as compensation for serving in an off-duty, on-call capacity to provide 24-hour service coverage. With the exception of Senior Staff positions approved by the County Administrator, Senior Staff employees are not eligible to receive on-call compensation.
- (B) On-call pay will be authorized only if the service meets the following criteria:
  - 1. Service must be mandated.
  - 2. Service must be directly related to the protection of life or to provide required protective or legal services.
  - 3. Immediate (maximum of 30 minutes) response is required if called, resulting in restricted personal time of on-call employees.
  - 4. The service cannot be provided by any other County employee who is already on duty.
  - 5. Payment of on-call has been approved by the County Administrator.
- (C) If not meeting these criteria, adjustment of on-duty shifts, use of Senior Staff and other alternatives should be used to provide 24 hour coverage of a service.
- (D) If deemed necessary by the County Administrator, more than one employee per function may receive on-call compensation at a time.
- (E) If the employee is called to work, the employee will be paid for actual time worked in 15-minute increments at the employee's regular hourly rate.

**5.6.07.05      On-Call Pay for Facility Emergency Response<sup>13 14</sup>**

- (A) On-call pay is provided as compensation to employees in agencies designated by the County Administrator with emergency facility response. This compensation is provided for serving in an off-duty, on-call capacity in order to provide after-hours facility emergency response and service coverage.
- (B) Departments/Offices must request designation as an “Emergency Facility Response Agency” in order to qualify to provide on-call pay under the policy. Initial requests must include: 1) justification for agency designation and 2) specific positions with justification, by official and working title that may receive on-call pay. Requests should be routed through the Department of Management and Financial Services to the County Administrator. Designated agencies must supply updates to approved on-call positions whenever changes are made - position additions must receive County Administrator approval prior to providing on-call compensation.

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<sup>12</sup> Policy Revised December 15, 2009  
<sup>13</sup> Policy Approved July 21, 1999  
<sup>14</sup> Policy Revised December 15, 2009

- (C) An after-hours facility emergency is defined as service that cannot wait until the next business day because the health and safety of occupants may be at risk, essential County services may be disrupted or cancelled, building damage may occur, and/or property loss may result.
- (D) With the exception of Senior Staff positions approved by the County Administrator, Senior Staff employees are not eligible to receive on-call compensation.
- (E) Response time of 60 minutes or less is required.
- (F) If deemed necessary by the County Administrator, more than one employee per specialized skill or “shop”, such as mechanical, carpentry, electrical, etc., may receive on-call compensation at a time.<sup>15</sup>
- (G) If the employee is called to work, the employee will be paid for actual time worked in 15-minute increments at the employee’s regular hourly rate or overtime if applicable under the Fair Labor Standards Act (FLSA).

**5.6.08            Salary Adjustments<sup>16</sup>**

The County Administrator, or designee, is authorized to adjust the salaries of individual employees to resolve inequities in compensation levels. When determining whether an adjustment is warranted, the County Administrator, or designee, must consider the criteria in Section 5.6.03(B)(2-4). In no circumstance, however, may an employee's salary exceed the top of the payband for his/her position.

**5.6.09            Salary Progression Within A Payband**

The Performance Planning and Assessment (Pay-For-Performance) system outlined in Chapter 8 is the normal mechanism for moving employees to higher salary levels within a payband, based on employees’ fully-successful performance during the previous rating year. However, in certain circumstances a Department Director and the County Administrator may determine that an employee’s contributions to the County have been and will continue to be so exceptional that a “Special Payband Increase” is warranted. A Special Increase moves the employee’s salary 5.0% higher in his/her current payband, and is intended to recognize the employee’s superior performance and his/her acquisition and application of skills that add significant value to the organization. To be considered for a Special Increase, the employee must meet two or more of the following criteria:

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<sup>15</sup> Revised September 19, 2006

<sup>16</sup> Policy Revised October 21, 2008

- 1) the employee has demonstrated superior performance and conduct for at least two rating years and is expected to maintain performance and conduct at a superior level for the foreseeable future;
- 2) the employee has demonstrated an exceptional level of initiative, dependability, problem-solving skills, technical competency, professionalism, customer-service ethic, willingness to accept responsibility, leadership, or other characteristics which merit special recognition;
- 3) the employee has acquired and successfully applied significant new skills to his/her duties (new skills are normally acquired through extensive college, technical-school, or on-the-job training programs);
- 4) the employee has assumed significantly higher-level duties and has demonstrated superior ability performing those duties;
- 5) the employee's current salary is at a level in the payband that a 5% increase would be appropriate vis-a-vis other employees in the same payband performing comparable duties and consistent with the market value of the employee's skills.

All nominations for Special Payband Increases are made by Department Directors and all decisions by the County Administrator. The County Administrator may solicit nominations on a periodic basis, subject to budget constraints and any implementing procedures he may establish. All non-probationary regular employees (full-time and part-time) are eligible for consideration, with two restrictions: 1) employees are only eligible for a Special Increase once per fiscal year, and 2) employees cannot receive an increase that will exceed the top of the payband for their position (however, increases may be made up to the top of the band).

#### **5.6.10      Off-Duty Community Event Overtime**

Non-exempt, sworn staff of the Sheriff's Office will be compensated at time and one-half for all hours worked in an off-duty community event capacity. This applies only to work hours in this capacity which are coordinated through the Sheriff's Office. These hours are not included when determining hours worked for overtime under the Fair Labor Standards Act.

**5.7 FAIR LABOR STANDARDS ACT PROCEDURES (FLSA)**

This Section provides a summary of selected FLSA guidelines and is not intended to reflect all or the full scope of FLSA regulations. Supervisors should be knowledgeable of these guidelines and should consult Human Resources, Financial Services and the County Attorney's Office for assistance with FLSA issues.

**5.7.01 FLSA - Exemptions**

All County employees are subject to FLSA regulations, although some positions may be exempt from FLSA wage and hour provisions (including overtime). Human Resources (in conjunction with Financial Services, the County Attorney's Office and Department Heads) determines which positions are exempt from FLSA regulations. Exemptions are typically executive, administrative or professional

in nature and the criteria for these exemptions are described below. FLSA regulations should be consulted as there are other possible exemptions, such as employees working in the recreational field or those employed as computer professionals.

(A) Executive Exemption - Employees in positions which meet all of the following tests may be considered an executive exemption:

- (1) Has a primary duty consisting of management;
- (2) Customarily and regularly directs the work of two or more other employees;
- (3) Has the authority to hire or fire other employees or make authoritative recommendations regarding the hiring, firing or promotion of other employees;
- (4) Customarily and regularly uses discretionary powers;
- (5) Does not devote more than 20% of his/her work time to activities that are not directly and closely related to the exempt work described above; and
- (6) Is paid at least \$155 per week on a salary basis.

(B) Administrative Exemption - Employees in positions which meet all of the following tests may be considered an administrative exemption:

- (1) Primary duty consists of either the performance of office or non-manual work directly related to the employer's management policies or general business operations or the performance of administrative functions in a school system or other educational establishment, in work directly related to the academic instruction done there;
  - (2) Customarily and regularly uses discretionary judgement;
  - (3) Does one of the following:
    - Regularly and directly assists a proprietor or a bona fide executive or administrative employee (as defined in FLSA regulations); or
    - Performs (under only general supervision) work along specialized or technical lines requiring special training, experience or knowledge; or
    - Executes (under only general supervision) special assignments and tasks
  - (4) Does not devote more than 20% of his/her hours worked in the workweek to activities that are not directly and closely related to the performance of the work described above; and
  - (5) Is compensated for his/her services on a salary basis at a rate of not less than \$155 per week.
- (C) Professional Exemption - Employees in positions which meet all of the following tests may be considered a professional exemption:
- (1) Primary duty consists of one of the following:
    - Work requiring knowledge of an advanced type in a field of science or learning customarily acquired by a prolonged course of specialized intellectual instruction and study, as distinguished from a general academic education and from an apprenticeship, and from training in the performance of routine mental, manual, or physical processes;
    - Work that is original and creative in character in a recognized field of artistic endeavor and that depends primarily on the invention, imagination or talent of the employee;

- Teaching, tutoring, instructing or lecturing in the activity imparting knowledge as a teacher in the school system or educational establishment or institution by which he or she is employed.
- (2) Work requires the consistent exercise of discretion and judgement in its performance;
- (3) Work is predominantly intellectual and varied in character (as opposed to routine, mental, manual, mechanical or physical work) and whose output cannot be standardized in relation to a given period of time;
- (4) Does not devote more than 20% of his/her hours worked in the workweek to activities that are not an essential part of and necessarily incident to the work described above; and
- (5) Is compensated for services on a salary basis at a rate of not less than \$170 per week.

**5.7.02 FLSA - Work Periods<sup>8</sup>**

Work periods are established in order to determine when non-exempt employees are eligible for overtime. All County work periods begin Thursday 12:01 am and end Wednesday midnight. All work time for non-exempt employees must be reported accurately in 15-minute increments.



**5.7.03 FLSA - Work Activity (also refer to Section 5.2)**

- (A) Non-exempt employees should be performing tasks, duties, or activities or waiting for work to be done during work hours as directed by their supervisor for the purposes of maintaining authorized levels of County services. Authorized work may also include waiting, working and travel time. Authorized work does not include tasks or work activity performed by the employee for the convenience of the employee.
- (B) Supervisors must exercise control and manage work activity of non-exempt employees. This is important since FLSA clearly identifies work suffered or permitted to be included in the work time. For example, an employee may voluntarily continue to work beyond their normal schedule to finish a task. If the supervisor knows or has reason to believe that work is being performed, then the time is working time. This rule or concept is also applicable to work performed at home or away from the job site.
- (C) Waiting Time - Authorized work for non-exempt employees may include waiting time when the employee is engaged to work and required to be available to work under such a controlled directive that the employee's time cannot be used effectively for their own purpose.
- (D) Training, Meeting and Travel Time - Attendance at training programs, meetings and similar activities related to training is considered authorized work when the attendance is directed or approved by the supervisor. Refer to full FLSA regulations regarding travel time and compensable hours of work.

**5.7.04 FLSA - Occasional or Sporadic Part-time Employment Exclusion in a Different Capacity**

Hours worked by non-exempt employees in a part-time position that is in addition to their regular job with the County may be excluded from overtime determinations if the following conditions exist:

- The work occurs occasionally or sporadically which means occurring infrequently, irregularly, or occurring in scattered instances (the need can be anticipated, seasonal or recurring and still be considered occasional or sporadic); and
- Where employees freely and solely at their own option enter into such activity; and
- The work is in a different capacity than the employee's permanent job with the County.

**5.7.05 FLSA - Substitution and Trading Time**

- (A) Two non-exempt employees may agree, solely at their options but with the approval of their supervisors, to substitute for one another during scheduled work hours in performance of work in the same job. Assuming the hours have been substituted and traded within the same work period, the hours worked will be excluded in the calculation of hours for which the substituting employee is entitled to overtime compensation.
  
- (B) The provisions of this paragraph apply only if employees' decisions to substitute for one another are made freely and without coercion, direct or implied. A supervisor may suggest that an employee substitute or "trade time" with another employee working in the same class during regularly scheduled hours, but each employee must be free to refuse to perform such work without sanction and without being required to explain or justify the decision. An employee's decision to substitute will be considered to have been made at his/her sole option when it has been made (1) without fear of reprisal or promise of reward, and (2) primarily for the employee's own convenience and not in the interest of the department operations.
  
- (C) There is no limit on the period of time during which hours worked may be traded or paid back among employees.

**5.7.06 FLSA - Fire Protection and Law Enforcement Personnel**

Fire protection and law enforcement employees are covered by all County personnel policies, as well as applicable regulations of the FLSA. The following FLSA guidelines additionally apply to fire protection and law enforcement personnel.

- (A) **FLSA - Fire protection and law enforcement employees<sup>17</sup>**

**Definitions**

Fire Protection Employee. A person employed to engage in the prevention, control, or extinguishment of fires or respond to emergency situations where life, property or the environment is at risk. The employee is trained in fire suppression and has the legal authority and responsibility to engage in fire suppression. A Fire Protection Employee would include incidental support activities such as housekeeping, equipment maintenance and inspections. Individuals who are employed in such other support activities, which include but are not limited to, those performed by dispatchers, alarm operators, apparatus and equipment repair maintenance workers, clerks, secretaries and training officers are not fire protection employees for the purpose of these policies unless they meet the criteria cited herein.

Law Enforcement Employee. A person who is regularly employed and paid as such in a position primarily (at least 80% of the time) comprising law enforcement activities, and who is by virtue of such employment empowered to enforce the law, vested with the power of arrest, and provided formal training in the use of such powers. This category of employment also includes positions primarily comprising duties directly related to controlling and maintaining custody of inmates committed to penal or correctional facilities, and of safeguarding them from other inmates. Individuals who are employed in such other support activities as those performed by dispatchers, alarm operators, clerks, and secretaries, or in activities such as animal control, sanitation, or health or building code enforcement are not law enforcement employees for the purpose of these policies.

**(B) FLSA - Fire protection and law enforcement employees**

**Part-time Positions and Possible Loss of 7K Exemption**

Fire protection employees and law enforcement employees should not be appointed to other, part-time non-exempt positions if the part-time employment would result in loss of the "7K exemption". However, the occasional, sporadic and different capacity exclusion may apply to these employees.

**(C) FLSA - Fire protection and law enforcement employees**

**Tour of Duty**

The term "tour of duty" is a unique concept applicable only to fire protection and law enforcement employees. This term means the period of time during which an employee is considered to be on duty for purposes of determining compensable hours. It may be a scheduled or unscheduled period. Such periods include "shifts" assigned to employees often days in advance of the performance of the work. Scheduled periods also include time spent in work outside the "shift" which the employee's supervisor assigned. Unscheduled periods include time spent in court by field deputies, time spent handling emergency situations, and time spent working after a shift to complete an assignment. Such time must be included in the compensable tour of duty even though the specific work performed may not have been assigned in advance. Tour of duty does not include the time spent working on an occasional or sporadic and part-time basis in a different capacity from permanent work and does not include time spent substituting for other employees by mutual agreement as specified below. Tour of duty does not include time spent in volunteer firefighting or law enforcement activities performed for a different jurisdiction.

**(D) FLSA - Fire protection and law enforcement employees**

**Compensable Hours of Work**

- (1) Compensable hours of work generally include all of the time during which an employee is on duty at a prescribed workplace to include all activities which are an integral part of the employee's job or which are closely related to the performance of the principal such as attending roll call, writing up and completing tickets or reports, and washing and re-racking fire hoses.
- (2) Time spent away from the County premises under conditions that are so circumscribed that they restrict the employees from effectively using the time for personal pursuits also constitutes compensable hours of work. For example, where a work station must be evacuated because of an electrical failure and the employees are expected to remain in the vicinity and return to work after the emergency has passed, the entire time spent away from the premises is compensable. The employees in this example cannot use the time for their personal pursuits.
- (3) Time spent at home waiting or on-call may or may not be compensable depending on whether the restrictions placed on the employees preclude using the time for personal pursuits. Where, for example, a firefighter has returned home after the shift, with the understanding that he or she is expected to return to work in the event of an emergency in the night, such time spent at home is normally not compensable, even where the employee is expected to remain at home for the entire period of on-call duty.
- (4) A field deputy who has completed his or her tour of duty and who is given a patrol car to drive home and use on personal business, is not working during the travel time even where the radio must be left on so that the officer can respond to emergency calls. Of course, any time spent responding to such calls is compensable.
- (5) The fact that employees cannot return home after work does not necessarily, depending on the level of restrictiveness, mean that they continue on duty after their shift.

**(E) FLSA - Fire protection and law enforcement employees**

**Sleep Time**

Sleep time cannot be excluded from the compensable hours of work where the employee is on a tour of duty of 24 hours or less. Sleep time can be excluded from compensable hours of work, however, in the case of field deputies or firefighters who are on a tour of duty of more than 24 hours but only if there is an express or implied agreement between the Department and the employees to exclude such time. In the absence of such an agreement, the sleep time is compensable. In no event shall the time excluded as sleep time exceed 8 hours in a 24-hour period. If the sleep time is interrupted by a call to duty, the interruption must be counted as hours worked. If the sleep period is interrupted to such an extent that the employee cannot get a reasonable night's sleep (which, for enforcement purposes means at least 5 hours), the entire time must be counted as hours of work.

**(F) FLSA - Fire protection and law enforcement employees**

**Early Relief**

Employees engaged in fire protection activities may relieve employees on the previous shift prior to the scheduled starting time on a voluntary basis, and the relief time shall not count as part of the work period. If the practice is required by the employee's supervisor, the time involved must be added to the employee's tour of duty and treated as compensable hours of work.

**(G) FLSA - Fire protection and law enforcement employees**

**Outside Employment**

Fire protection and law enforcement employees may, with Department Head approval, perform special duty work in fire protection, law enforcement or related activities for a separate and independent employer (public or private), during their off-duty hours. The outside employment must be performed solely at the employee's option, and must be for an employer which is in fact separate and independent from County Government or the hours may be considered eligible for overtime.

## APPENDIX A

### CLASS SPECIFICATION STANDARDS

**GENERAL DEFINITION OF WORK:** The general definition of work describes the characteristics and levels of work required of positions in the class. The definition of work includes a reference to "related work as required". This indicates that the contents of the class specification are not intended to be all inclusive or totally restrictive.

The following standardized terms are used in describing the General Definition of Work.

#### **Characteristics of Work:**

Unskilled denotes work requiring the use of common physical skills in the performance of uncomplicated tasks.

Semi-skilled denotes work requiring the use of specialized physical skills in the performance of routine to complicated tasks.

Skilled Trade denoted work requiring the use advanced specialized physical skills in the performance of complicated tasks.

Clerical denotes work requiring typing skills and the use of basic language, mathematical and social skills in the orderly reproduction, processing, recordation, and maintenance of information and financial documents.

Skilled Clerical denotes work requiring the use of advanced language, mathematical, social and specialized skills in the orderly production, reproduction, processing, recordation and maintenance of informational and financial documents and requiring typing and/or stenographic skills.

Protective Services denotes work requiring the use of common specialized social and physical skills and the application of specialized knowledge in the protection of life and property from criminal, negligent or natural acts in accordance with federal, state and local laws, regulations and procedures.

Technical denotes work requiring the specific application of detailed procedures and techniques to recurring situations or problems. Work may also require specialized physical skills.

Paraprofessional denotes work in support of professional activities requiring the application of advanced knowledge and often advanced social skills in support of professional activities and may include research and data collection, and client assistance of other public service activities.

Professional denotes work requiring the application of advanced knowledge, social skills and personal ingenuity, creativity, estimation or related input to the solution of complex problems or situations.

Administrative denotes work requiring the application of general procedural knowledge and advanced social skills in the planning, organizing, coordinating, directing and/or control of work as described above.

**Levels of Work** Level of Work evaluates the rank of the specific class within a series of classes doing similar characteristics of work.

Fundamental denotes the typical entry or apprentice level of the type of work performed requiring the incumbent to handle a restricted scope of basic assignments and/or problems.

Intermediate denotes the middle level of the type of work performed, requiring the incumbent to handle a variety of assignments and/or problems independently.

Difficult denotes the advanced and often supervisory level of work requiring the incumbent to handle all assignments and/or problems except those requiring agency or departmental policy or procedural change.

Complex denotes the highest level of mastery expert work, and is often a managerial position. It requires the incumbent to handle or direct the handling of all assignments or problems including the establishment of policy and procedures in the field of work.

**Administrative levels of work** require the application of general County procedural knowledge and advanced social skills, in the planning, organizing, coordinating, directing and/or control of agency activities, procedures and practices, within the characteristics and levels of work defined above and at progressively higher organizational levels in the County Government.

Fundamental Administrative work denotes the level of administrative assistance provided to organizational unit heads by administrative or technical assistants, senior secretaries and senior supervisory clerical staff.

Intermediate Administrative work denotes the level of administration normally required by a program leader or supervisor responsible for managing a separate organizational unit or County function or program.

Difficult Administrative work denotes the level of administration normally required by a supervisor of a large and functionally complex division or of a department with normal level organizational and program responsibilities.

Complex Administrative work denotes the level of administration normally required by a supervisor of a large and functionally complex department and/or continuing contacts involving difficult negotiations and well-developed strategies and sense of timing on behalf of the County Administrator or the Board of Supervisors.

The General Definition of Work also includes a statement that details the amount of supervision that may be exercised in the position(s).

**SUPERVISION EXERCISED** indicates the employee's responsibility to exercise supervision over the work of others, and is based both on the type of supervision exercised, the size and work characteristics of the group over which the supervision is exercised and the organizational level of the supervisor.

Work Supervision denotes a position that is charged with providing work direction including explanation and interpretation of rules and work procedures.

Limited Supervision denotes less than full supervisory responsibility, but more than simply explaining and interpreting rules and work procedures to employees (i.e. work direction); includes the responsibility to orient new employees and supervisors, establish performance standards, develop and supervise the completion of employee training plans, provide employees with on-the-job training, evaluate and provide counsel on work performance, and resolve work related problems, and may include the responsibility to select and assist in offering appointments with Department Head approval.

Full Supervision denotes complete day-to-day control including the responsibility to hire, direct, develop, discipline and dismiss employees, in accordance with the provisions of these policies and regulations even if certain aspects of this responsibility are delegated to a subordinate.

**DUTIES** describe the classification in terms of:

**HUMAN RELATIONS SKILLS:** Responsibility for working with or through other people to get the desired results. Factor is based on extent, frequency and purpose of contacts and importance of the resulting actions. Levels of human relations skills are:

Limited Little or no contact required except with immediate associates or own supervisor.

Basic Requires regular contact within the department and periodic contacts with other departments, outside agencies and the general public.



Reactive Requires regular contact within the department and periodic contacts with other departments, outside agencies and the general public, supplying or seeking information on specialized matters.

Proactive Requires outside and inside contacts to carry out organization programs or occasional contacts with officials at higher levels on matters requiring cooperation, explanation and persuasion or work requiring the enforcement of laws, ordinances, policies and procedures.

Influential Requires regular contacts with persons of importance and influence involving considerable tact, discretion and persuasion.

Managerial Requires continuing contacts involving difficult negotiations calling for well-developed sense of timing and strategy.

**PHYSICAL DEMANDS:** Job requirements which induce physical fatigue through exertion and strain. Levels of physical demand are:

Limited Requires little or no physical effort or exertion.

Light Requires light physical effort working almost exclusively with lightweight materials up to 24 lbs. or short periods in difficult work positions.

Moderate Requires moderate physical effort working regularly with lightweight materials and occasionally with heavyweight materials over 60 lbs.

Considerable Requires considerable physical effort working continuously with average and frequently with heavyweights.

Heavy Requires heavy physical effort continually working with heavyweight materials for the entire work period.

**WORKING CONDITIONS AND HAZARDS:** Surroundings or physical conditions under which job must be done and/or the hazards present on the job, even though all reasonable safety precautions have been taken. Frequency and/or duration of the undesirable conditions or hazards is considered, as is mental effort and/or stress. Levels of working conditions and hazards are:

Excellent Working conditions with absence of disagreeable conditions (or) limited mental effort and/or stress.

Good Working conditions may be slightly dirty or involve occasional exposure to some disagreeable elements (dust, heat, fumes, cold, noise, vibration or wetness) and accidents are improbable other than minor injuries (or) some mental effort and stress involved resulting in inconvenience and frustration.

Somewhat Disagreeable Working conditions due to exposure to one or more of the elements listed above; work involves frequent exposure to hazards where lost-time accidents are definitely possible (or) considerable mental effort and stress.

Disagreeable Working conditions under which several of the above elements are occasionally present to the extent of being objectionable or regular exposure to work situations which could result in incapacitating accidents or, on occasion, loss of life (or) serious mental stress involved which could, over a period of time, result in temporary nervous disorder and severe mental anguish.

Dangerous Working conditions where one or more of the above elements are regularly present and objectionable, or continuing exposure to work situations which could result in incapacitating accidents or periodic exposure to work situations involving hazards that could result in total disability, critical illness or loss of life, (or) severe mental stress involved that could result in permanent nervous disorder or mental instability.

**INDEPENDENCE OF ACTION:** Extent to which the job requires employee to work independently. Levels of independence of actions are:

Prescribed Work subject to direct and detailed instruction with close supervision.

Standardized Work subject to general instructions, established routines and/or standardized practices and procedures.

Directed Work is subject to general policy direction, practices and procedures covered by precedents and general supervisor review.

Broad Work, by nature and scope, complexity and effect on overall department results, is subject only to broad policy guidance.

Strategic Work, by reason of scope, complexity and effect on overall agency results, is subject only to broad policy and general management guidance.

**IMPACT ON END RESULTS:** Extent to which the job directly influences and affects actions impacting end results. Levels of independence of actions are:

Incidental Supportive, informational, recording or other service to assist others to meaningful and correct end results.

Advisory Paraprofessional or technical support to others or individually providing data or facilitating services for use by others.

Operational Daily actions or services affect individual clients/citizens: activity has meaningful impact on specific cases within service area.

Contributory Participation with and influencing others (within and/or outside the organizational unit) to achieve department goals.

Primary Major individual impact on and accountability for end results affecting organizational unit or total organization.

**KNOWLEDGE, SKILLS AND ABILITIES:** This section lists the minimum knowledge, skills, abilities, personal attributes and physical requirements which are necessary for appointment and for successful performance of the work of the class. The standards upon which minimum requirements shall be determined are as follows.

Essential knowledge denotes sufficient familiarity with the subject to know fundamental principles and terminology and to resolve basic problems.

General knowledge denotes sufficient knowledge of the subject to enable the employee to work effectively in a typical range of work situations with comprehension sufficient to solve or recommend solutions for solving the usual range of work problems.

Thorough knowledge denotes almost complete coverage of the subject matter; work calls for sufficient comprehension to solve unusual as well as commonplace work problems.

Comprehensive knowledge denotes the most advanced degree of knowledge likely to be found; work calls for complete mastery and understanding of the subject, with sufficient comprehension of County, State, Regional and Federal Government structures to resolve all work problems.

**Any combination of education/training and experience equivalent to the required levels of education/training and experience may satisfy the minimum requirements for entry into that class.**

**EDUCATION/TRAINING:** Describes the level of education/training required to function in that classification. These serve as general guidelines only in that any reasonable equivalent combination of education and training and experience may be recognized as meeting the minimum educational requirement. The following education standards may be acquired in school or by independent study and they shall be utilized in relation to education specifications.

Elementary grade school - denotes completion of schooling sufficient to understand and to enable an individual to follow oral and simple written directions and safety warnings.

Less than high school - denotes completion of schooling sufficient to enable an individual to read sentences with common vocabulary; copy information from one record to another accurately; add, subtract, multiply and divide whole numbers; operate machines, tools or equipment requiring physical dexterity.

High school - denotes completion of schooling sufficient to enable an individual to understand and carry out assigned duties effectively; demonstrate proficiency in an area such as stenography, office routines, elementary accounting procedures and machines; operate machines, tools or equipment requiring extended instruction and some formal on-the-job

training; to comprehend moderately complex technical instructions and charts; to calculate fractions, decimals and percentages.

Post high school - denotes completion of a considerable number of courses in a specialized field such as accounting, administration, cartography, law enforcement, maintenance, recreation, etc. which enables an individual to apply principles to solve common work practical problems.

Community college - denotes completion of vocational or technical schooling with an associates degree, which is sufficient to demonstrate proficiency in a specialized field such as accounting, drafting, basic administration, sub-professional, engineering, recreation, related time study and enable an individual to research and compose original material; to apply principles to solve practical problems with several variables; to operate machinery, tools or equipment requiring extended training and theoretical study.

University or college - denotes completion of a major with a bachelor's degree which is sufficient to demonstrate a basic knowledge of statistical analysis, and an extended knowledge of a practical or technical field of study (i.e., business, social work, nursing, humanities, engineering, accounting, etc.) and an ability to define problems, collect data, establish and interpret facts, and draw valid conclusions; and to manipulate data with complex mathematical or other systems related to the field of work.

Graduate degree - denotes completion of master's degree program which requires advanced knowledge of the philosophies, principles and procedures of management and administration or of a scientific or highly technical field of study and provides the ability to supervise others in a very complex technical and scientific work and to develop theories and approaches to solve highly technical problems.

Post graduate degree - denotes completion of a doctoral program in a specialized field of study requiring extensive independent research and creative work and provides the ability to write and edit complex theoretical and informational material and to define and resolve intricate problems and to develop corresponding theory.

**EXPERIENCE:** The nature and degree of related experience that is required within each class shall also be indicated. Requisite related experience shall be deemed that experience which would provide a person, possessing the requisite educational background, with the knowledge and ability necessary for successful performance of the work required by the class. Only related work experience qualifies for consideration. Levels of experience are:

Some Experience denotes that level of experience sufficient to enable an individual to acquire familiarity with methods and nomenclature in common work situations of the occupational field (usually six months to two years).

Considerable Experience denotes that level of experience in an occupational field sufficient to enable an individual to perform work as assigned with little direct supervision; work calls for a journeyman comprehension of standard work situations (usually two to five years).

Extensive Experience denotes broad experience in both commonplace and unusual work situations and problems of the occupational field; sufficient to enable the employee to plan, execute and/or administer major work programs (usually more than five years).

Administrative Experience denotes experience in the field of work which involves managerial, supervisory and/or coordinating functions, as well as personnel, budget and related financial activities.

### **TEAM AND PROJECT LEVELS**

Advisory regularly participates as a function or program team member.

Operational regularly participates as team member and periodically serves as function or program team leader.

Contributory regularly serves as team leader and periodically as multi-agency team leader or project manager, division manager or department director.

Primary department director or executive level employee.

**CHAPTER 5**

**APPENDIX B**

**CLASS SPECIFICATION**

**CLASSIFICATION: General Support & Services**

The G band is comprised of positions that provide a range of service support to the County. These services include manual labor, routine operation and maintenance of facilities, equipment, and motorized vehicles, work that utilizes a variety of hand and power tools, caring for children, caring for animals, customer service, and food services. This band includes positions such as animal care assistants, crossing guards, childcare workers, food service workers, housekeeping/maintenance workers, passenger vehicle operators, and trades helper positions.

**General Support & Services I**

This classification is used for seasonal, temporary, or other ad hoc positions, as well as for employees who would normally be classified as General Support & Services II, but lack the minimum qualifications.

EDUCATION (MINIMUM QUALIFICATIONS)	Job duties generally require education equivalent to eighth grade.
<b>PRIOR EXPERIENCE</b> (MINIMUM QUALIFICATIONS)	Job requires no experience.
LICENSES AND CERTIFICATIONS (Selected Examples)	None
COMPLEXITY	Work consists of routine and repetitive tasks, processes, or operations.
INDEPENDENCE OF ACTIONS	Prescribed
IMPACT OF ACTIONS	Errors in work typically lead to minor inconvenience and costs.
SUPERVISORY RESPONSIBILITY	Positions in this class do not have formal supervisory responsibility.
SUPERVISION RECEIVED	Incumbents receive close supervision or job is so highly routine that close supervision is not required.
CONTACTS WITHIN COUNTY GOVERNMENT	Incumbents generally do not interact with other County employees. When it occurs, interaction involves mostly information exchange and basic service activity.
CONTACTS OUTSIDE COUNTY GOVERNMENT	Incumbents may be required to interact with citizens, visitors, and/or guests, depending on the job duties. Interaction involves mostly information exchange and basic service activity.
PHYSICAL EFFORT	Job usually requires the routine lifting, pushing, and/or carrying of moderately heavy items. Some jobs may require less or more physical effort, as defined by the essential duties of the position.
WORKING CONDITIONS	There are generally no significant discomforts. Some jobs may involve occasional or routine discomfort and/or risks depending on the essential duties of the position.

### General Support & Services II

EDUCATION (MINIMUM QUALIFICATIONS)	Job duties generally require education equivalent to tenth grade.
<b><i>PRIOR EXPERIENCE</i></b> (MINIMUM QUALIFICATIONS)	Job requires no experience.
LICENSES AND CERTIFICATIONS (Selected Examples)	None
COMPLEXITY	Work consists of routine and repetitive tasks, processes, or operations.
INDEPENDENCE OF ACTIONS	Prescribed
IMPACT OF ACTIONS	Errors in work typically lead to minor inconvenience and costs.
SUPERVISORY RESPONSIBILITY	Positions in this class generally do not have formal supervisory responsibility.
SUPERVISION RECEIVED	Incumbents receive close supervision or job is so highly routine that close supervision is not required.
CONTACTS WITHIN COUNTY GOVERNMENT	Incumbents generally do not interact with other County employees. When it occurs, interaction involves mostly information exchange and basic service activity.
CONTACTS OUTSIDE COUNTY GOVERNMENT	Incumbents may be required to interact with citizens, visitors, and/or guests, depending on the job duties. Interaction involves mostly information exchange and basic service activity.
PHYSICAL EFFORT	Job may require routine lifting, pushing, and/or carrying of moderately heavy items. Some jobs may require less or more physical effort, as defined by the essential duties of the position.
WORKING CONDITIONS	There are generally no significant discomforts. Some jobs may involve occasional or routine discomfort and/or risks depending on the essential duties of the position.



### General Support & Services III

EDUCATION (MINIMUM QUALIFICATIONS)	Job duties generally require High school diploma or the equivalent (GED).
<b><i>PRIOR EXPERIENCE</i></b> (MINIMUM QUALIFICATIONS)	Job requires no experience.
LICENSES AND CERTIFICATIONS (Selected Examples)	<ul style="list-style-type: none"> <li>• First Aid; CPR</li> <li>• Driver's License</li> <li>• Food Sanitarian Certificate</li> </ul>
COMPLEXITY	Work consists of fairly standard procedures and tasks where basic analytic ability is required.
INDEPENDENCE OF ACTIONS	Standardized
IMPACT OF ACTIONS	Errors in work cause some expense and inconvenience.
SUPERVISORY RESPONSIBILITY	Generally, none.
SUPERVISION RECEIVED	Incumbents receive moderate supervision.
CONTACTS WITHIN COUNTY GOVERNMENT	Incumbents interact with mostly administrative and technical staff. Interaction requires some tact and cooperation.
CONTACTS OUTSIDE COUNTY GOVERNMENT	Incumbents may be required to interact with citizens, visitors, and/or guests depending on the job duties. Interaction requires some tact and cooperation.
PHYSICAL EFFORT	Job usually requires routine lifting, pushing, and/or carrying of moderately heavy items. Some jobs may require less or more physical effort, as defined by the essential duties of the position.
WORKING CONDITIONS	There are generally no significant discomforts. Some jobs may involve occasional or routine discomfort and/or risks depending on the essential duties of the position

### General Support & Services IV

EDUCATION (MINIMUM QUALIFICATIONS)	Job duties generally require High school diploma or the equivalent (GED).
<b><i>PRIOR EXPERIENCE</i></b> (MINIMUM QUALIFICATIONS)	One year of experience is required.
LICENSES AND CERTIFICATIONS (Selected Examples)	<ul style="list-style-type: none"> <li>• Notary Public</li> <li>• First Aid; CPR</li> <li>• Driver's License</li> <li>• Food Sanitarian Certificate</li> </ul>
COMPLEXITY	Work requires the direct application of a variety of procedures, policies, and/or precedents.
INDEPENDENCE OF ACTIONS	Standardized
IMPACT OF ACTIONS	Errors in work cause some expense and inconvenience.
SUPERVISORY RESPONSIBILITY	Generally, none; however, some jobs may involve working as a "working supervisor" or lead person, depending on position requirements.
SUPERVISION RECEIVED	Incumbents receive moderate supervision.
CONTACTS WITHIN COUNTY GOVERNMENT	Incumbents interact with mostly administrative, trades, and technical staff. Interaction requires some tact and cooperation.
CONTACTS OUTSIDE COUNTY GOVERNMENT	Incumbents may be required to interact with citizens, visitors, and/or guests depending on the job duties. Interaction requires some tact and cooperation.
PHYSICAL EFFORT	Job usually requires occasional stooping, bending, and/or lifting. Some jobs may require less or more physical effort as defined by the essential duties of the position.
WORKING CONDITIONS	There are generally no significant discomforts. Some jobs may involve occasional or routine discomfort and/or risks depending on the essential duties of the position.

**CLASSIFICATION: TECHNICAL & TRADES**

The T band is comprised of occupations described as trades or technical. Trades positions typically include skilled craftsmen and supervisors of staff performing manual tasks related to the maintenance or construction of buildings, equipment and/or grounds. Trades positions regularly require practical application and experience. Technical positions typically include occupations that require technical expertise and/or skills obtained through training and/or education. Examples of positions in this band include HVAC, electrical, plumbing, carpentry, inspectors, firefighters, deputies, animal control officers, computer technicians, and paralegals. These positions require either/combination of basic scientific knowledge and manual skill that can be obtained through two years of post-high school education (such as that offered by many technical institutes and junior colleges).

**Technical & Trades I**

EDUCATION (MINIMUM QUALIFICATIONS)	Job duties generally require High school diploma or the equivalent (GED).
<b><i>PRIOR EXPERIENCE</i></b> (MINIMUM QUALIFICATIONS)	Two years of experience is required.
LICENSES AND CERTIFICATIONS (Selected Examples)	<ul style="list-style-type: none"> <li>• Commercial driver’s license</li> <li>• CPR; First Aid</li> </ul>
COMPLEXITY	Work consists of fairly standard procedures and tasks where basic analytic ability is required.
INDEPENDENCE OF ACTIONS	Standardized
IMPACT OF ACTIONS	Errors in work cause some expense and inconvenience.
SUPERVISORY RESPONSIBILITY	Positions in this class generally do not have formal supervisory responsibility.
SUPERVISION RECEIVED	Close to moderate supervision.
CONTACTS WITHIN COUNTY GOVERNMENT	Generally, positions in this class interact with other trades, technical, professional, and specialists staff in their immediate work unit. The work requires some tact and cooperation.
CONTACTS OUTSIDE COUNTY GOVERNMENT	Most positions in this class require interaction with citizens, visitors, guests, and/or professional contacts with other governmental entities or allied organizations and the duties generally require substantial sensitivity and cooperation.
PHYSICAL EFFORT	Most positions in this class require occasional stooping, bending, and/or lifting; however, some jobs may require less or more physical effort, as defined by the essential duties.
WORKING CONDITIONS	Most positions in this class experience no significant discomforts or risk exposures; however, some jobs may involve occasional or routine discomfort and/or risks depending on essential duties, and may include exposure to outside elements.

## Technical & Trades II

<p>EDUCATION (MINIMUM QUALIFICATIONS)</p>	<p><b>Non-Public Safety:</b> Job duties generally require High school diploma or the equivalent (GED).</p> <p><b>Public Safety:</b> High school diploma or equivalent.</p>
<p><i>PRIOR EXPERIENCE</i> (MINIMUM QUALIFICATIONS)</p>	<p><b>Non-Public Safety</b> Four years of directly related experience. Associate's or Bachelor's degree in a related field may be required for some positions and may be substituted for the equivalent years of experience.</p> <p><b>Public Safety</b> No experience is required. US Citizenship; F/R age 18; LCSO age 21</p>
<p>LICENSES AND CERTIFICATIONS (Selected Examples)</p>	<p><b>Non-Public Safety</b></p> <ul style="list-style-type: none"> <li>• Driver's license</li> <li>• CPR; First Aid</li> <li>• CDL</li> <li>• Building Inspector certification</li> <li>• National Animal Control Assn cert.</li> </ul> <p><b>Public Safety</b></p> <ul style="list-style-type: none"> <li>• Driver's License</li> <li>• Graduation from a law enforcement academy and/or recruit academy within 1<sup>st</sup> year of employment.</li> <li>• NCIC/VCIN certificate within 1<sup>st</sup> year of employment</li> </ul>
<p>COMPLEXITY</p>	<p>Work requires the direct application of a variety of procedures, policies, and/or precedents.</p>
<p>INDEPENDENCE OF ACTIONS</p>	<p>Standardized</p>
<p>IMPACT OF ACTIONS</p>	<p><b>Non-Public Safety</b> Errors in work cause some expense and inconvenience.</p> <p><b>Public Safety</b> Errors in work could lead to significant expense and inconvenience.</p>
<p>SUPERVISORY RESPONSIBILITY</p>	<p>Positions in this class generally do not have formal supervisory responsibility; however, some jobs may include supervisory responsibilities, depending on job requirements.</p>
<p>SUPERVISION RECEIVED</p>	<p>Moderate supervision.</p>
<p>CONTACTS WITHIN COUNTY GOVERNMENT</p>	<p>Generally, positions in this class interact with other trades, technical, professional, and specialists staff and the work requires substantial sensitivity and cooperation.</p>

**Technical & Trades II *Continued***

CONTACTS OUTSIDE COUNTY GOVERNMENT	Most positions in this class require interaction with citizens, visitors, guests, and/or professional contacts with other governmental entities or allied organizations and the duties generally require substantial sensitivity and cooperation.
PHYSICAL EFFORT	<b>Non Public Safety:</b> Most positions in this class require occasional stooping, bending, and/or light lifting; however, some jobs may require less or more physical effort, as defined by the essential duties.
	<b>Public Safety:</b> Job requires frequent, considerable physical exertion.
WORKING CONDITIONS	<p><b>Non Public Safety</b></p> <p>Most positions in this class experience no significant discomforts or risk exposures; however, some jobs may involve occasional or routine discomfort and/or risks depending on essential duties, and may include exposure to outside elements.</p>
	<p><b>Public Safety</b></p> <p>Near continuous discomforts and/or risks.</p>

### Technical & Trades III

EDUCATION (MINIMUM QUALIFICATIONS)	<b>Non-Public Safety:</b> Job duties generally require High school diploma or the equivalent (GED).
	<b>Public Safety:</b> High school diploma or equivalent.
<b>PRIOR EXPERIENCE</b> (MINIMUM QUALIFICATIONS)	<b>Non-Public Safety:</b> Six years of directly related experience. Associate's or Bachelor's degree in a related field may be required for some positions and may be substituted for the equivalent years of experience.
	<b>Public Safety:</b> LCSO-graduation from NVCJA or VA equivalent law enforcement academy and successful completion of Field Training Officer program. F/R- Two years of directly related experience is required.
LICENSES AND CERTIFICATIONS (Selected Examples)	<i>Non-Public Safety</i>
	<ul style="list-style-type: none"> <li>• Driver's license</li> <li>• CDL</li> <li>• Forklift license</li> <li>• National Animal Control Assn cert.</li> <li>• Waste management facility operator license</li> <li>• Plans Reviewer Certification</li> <li>• Paralegal certification</li> </ul>
	<b>Public Safety</b>
	<ul style="list-style-type: none"> <li>• Certified as a VA law enforcement officer</li> <li>• Various duty-specific certifications-F/R</li> </ul>
COMPLEXITY	Work is substantially complex and varied and requires the interpretation of guidelines, policies, and procedures in combination.
INDEPENDENCE OF ACTIONS	Directed
IMPACT OF ACTIONS	<b>Non-Public Safety</b> Errors in work could lead to significant expense and inconvenience.
	<b>Public Safety</b> Errors in work could lead to significant expense and inconvenience.
SUPERVISORY RESPONSIBILITY	Positions in this class generally do not have formal supervisory responsibility; however, some jobs may include supervisory responsibilities, depending on job requirements.
SUPERVISION RECEIVED	Limited supervision.

**Technical & Trades III Continued**

CONTACTS OUTSIDE COUNTY GOVERNMENT	Most positions in this class require interaction with citizens, visitors, guests, and/or professional contacts with other governmental entities or allied organizations and the duties generally require substantial sensitivity and cooperation.
PHYSICAL EFFORT	<b>Non Public Safety:</b> Most positions in this class require occasional stooping, bending, and/or light lifting; however, some jobs may require less or more physical effort, as defined by the essential duties.
	<b>Public Safety:</b> Job requires frequent, considerable physical exertion.
WORKING CONDITIONS	<p><b>Non Public Safety</b></p> <p>Most positions in this class experience no significant discomforts or risk exposures; however, some jobs may involve occasional or routine discomfort and/or risks depending on essential duties, and may include exposure to outside elements.</p>
	<p><b>Public Safety</b></p> <p>Near continuous discomforts and/or risks.</p>

### Technical & Trades IV

EDUCATION (MINIMUM QUALIFICATIONS)	<b>Non-Public Safety:</b> Job duties generally require High school diploma or the equivalent (GED).
	<b>Public Safety:</b> High school diploma or equivalent.
<b>PRIOR EXPERIENCE</b> (MINIMUM QUALIFICATIONS)	<b>Non-Public Safety:</b> Seven years of directly related experience, including supervisory experience. Associate's or Bachelor's degree in a related field may be required for some positions and may be substituted for the equivalent years of experience.
	<b>Public Safety</b> Two years of directly related experience is required.
LICENSES AND CERTIFICATIONS (Selected Examples)	<b>Non-Public Safety</b>
	<ul style="list-style-type: none"> <li>• Driver's license</li> <li>• Forklift license</li> <li>• Animal control certifications</li> <li>• Waste management facility operator license</li> </ul>
	<b>Public Safety</b> <ul style="list-style-type: none"> <li>• Various assigned field-specific certifications, such as investigations, instruction/training, and inspections.</li> <li>• NCIC/VCIN Certificate</li> <li>• Latent print examiner certificate</li> <li>• Polygraph license</li> </ul>
COMPLEXITY	Work is substantially complex and varied and requires the interpretation of guidelines, policies, and procedures in combination.
INDEPENDENCE OF ACTIONS	Directed
IMPACT OF ACTIONS	<b>Non-Public Safety</b> Errors in work could lead to significant expense and inconvenience.
	<b>Public Safety</b> Errors in work could lead to major costs and problems.
SUPERVISORY RESPONSIBILITY	Positions in this class have either 1 <sup>st</sup> line supervisory responsibilities or have formal "working supervisor" responsibilities (assigning and reviewing work, contributing to personnel decisions, etc.)
SUPERVISION RECEIVED	Limited supervision.



**Technical & Trades IV *Continued***

CONTACTS WITHIN COUNTY GOVERNMENT	Generally, positions in this class interact with other trades, technical, professional, and specialists staff and the work require substantial sensitivity and cooperation.
CONTACTS OUTSIDE COUNTY GOVERNMENT	Most positions in this class require interaction with citizens, visitors, guests, and/or professional contacts with other governmental entities or allied organizations and the duties generally require substantial sensitivity and cooperation.
PHYSICAL EFFORT	<b>Non Public Safety:</b> Most positions in this class require occasional stooping, bending, and/or light lifting; however, some jobs may require less or more physical effort, as defined by the essential duties.
	<b>Public Safety:</b> Job requires frequent, considerable physical exertion.
WORKING CONDITIONS	<b>Non Public Safety</b> Most positions in this class experience no significant discomforts or risk exposures; however, some jobs may involve occasional or routine discomfort and/or risks depending on essential duties, and may include exposure to outside elements.
	<b>Public Safety</b> Near continuous discomforts and/or risks.

**CLASSIFICATION: Program & Administrative Services**

The P band is comprised of positions that provide a range of program, office and administrative services. These positions perform, lead, or supervise a variety of administrative, program, technical, clerical, or office support activities. Positions may directly support programs that are technical or specialized in nature. Positions in this band include clerical staff, administrative staff, administrative managers, office services, and service workers. Positions in this band require skills and experience that range from entry-level to experienced and can be obtained through a combination of education, training, and experience.

**Program & Administrative Services I**

EDUCATION (MINIMUM QUALIFICATIONS)	Job duties generally require High school diploma or the equivalent (GED).
<b>PRIOR EXPERIENCE</b> (MINIMUM QUALIFICATIONS)	Two years of experience is required.
LICENSES AND CERTIFICATIONS (Selected Examples)	<ul style="list-style-type: none"><li>• CPR; First Aid</li><li>• Notary Public</li><li>• Certified Administrative Professional</li><li>• Certified Accounts Payable Professional</li><li>• Certified Deputy Court Clerk</li><li>• Certified Payroll Professional</li></ul>
COMPLEXITY	Work consists of fairly standard procedures and tasks where basic analytic ability is required and direct application of a variety of procedures, policies, and/or precedents.
INDEPENDENCE OF ACTIONS	Standardized
IMPACT OF ACTIONS	Errors in work cause some expense and inconvenience.
SUPERVISORY RESPONSIBILITY	Positions in this class generally do not have formal supervisory responsibility.
SUPERVISION RECEIVED	Close to moderate supervision.
CONTACTS WITHIN COUNTY GOVERNMENT	Generally, positions in this class interact with other office, technical, professional and specialists staff in their immediate work unit. The work requires some tact and cooperation.
CONTACTS OUTSIDE COUNTY GOVERNMENT	Most positions in this class require interaction with citizens, visitors, guests, and/or professional contacts with other governmental entities or allied organizations and the duties generally require substantial sensitivity and cooperation.
PHYSICAL EFFORT	Most positions in this class require occasional stooping, bending, and/or light lifting; however, some jobs may require less or more physical effort, as defined by the essential duties.
WORKING CONDITIONS	Most positions in this class experience no significant discomforts or risk exposures.

## Program & Administrative Services II

EDUCATION (MINIMUM QUALIFICATIONS)	Job duties generally require High School diploma or equivalent (GED).
<b>PRIOR EXPERIENCE</b> (MINIMUM QUALIFICATIONS)	Four years of directly related experience. Associate's or Bachelor's degree in a related field may be required for some positions and may be substituted for the equivalent years of experience.
LICENSES AND CERTIFICATIONS (Selected Examples)	<ul style="list-style-type: none"> <li>• CPR; First Aid</li> <li>• Notary Public</li> <li>• Certified Administrative Professional</li> <li>• Certified Accounts Payable Professional</li> <li>• Certified Deputy Court Clerk</li> <li>• Certified Payroll Professional</li> </ul>
COMPLEXITY	Work requires the direct application of a variety of procedures, policies, and/or precedents.
INDEPENDENCE OF ACTIONS	Standardized
IMPACT OF ACTIONS	Errors in work cause some expense and inconvenience.
SUPERVISORY RESPONSIBILITY	Positions in this class generally do not have formal supervisory responsibility; however, some jobs may include supervisory responsibilities, depending on job requirements.
SUPERVISION RECEIVED	Moderate supervision.
CONTACTS WITHIN COUNTY GOVERNMENT	Generally, positions in this class interact with other office, technical, professional and specialists staff and the work requires substantial sensitivity and cooperation.
CONTACTS OUTSIDE COUNTY GOVERNMENT	Most positions in this class require interaction with citizens, visitors, guests, and/or professional contacts with other governmental entities or allied organizations and the duties generally require substantial sensitivity and cooperation.
PHYSICAL EFFORT	Most positions in this class require occasional stooping, bending, and/or light lifting; however, some jobs may require less or more physical effort, as defined by the essential duties.
WORKING CONDITIONS	Most positions in this class experience no significant discomforts or risk exposures.

### Program & Administrative Services III

EDUCATION (MINIMUM QUALIFICATIONS)	Job duties generally require a High School diploma or the equivalent (GED).
<b><i>PRIOR EXPERIENCE</i></b> (MINIMUM QUALIFICATIONS)	Six years of directly related experience, including supervisory experience. Associate's or Bachelor's degree in a related field may be required for some positions and may be substituted for the equivalent years of experience.
LICENSES AND CERTIFICATIONS (Selected Examples)	<ul style="list-style-type: none"> <li>• CPR; First Aid</li> <li>• Notary Public</li> <li>• Certified Administrative Professional</li> <li>• Certified Accounts Payable Professional</li> <li>• Certified Deputy Court Clerk</li> </ul>
COMPLEXITY	Work is substantially complex and varied and requires the interpretation of guidelines, policies, and procedures in combination.
INDEPENDENCE OF ACTIONS	Directed
IMPACT OF ACTIONS	Errors in work could lead to significant expense and inconvenience.
SUPERVISORY RESPONSIBILITY	Positions in this class typically have either 1 <sup>st</sup> line supervisory responsibilities or have formal “working supervisor” responsibilities (assigning and reviewing work, contributing to personnel decisions, etc.)
SUPERVISION RECEIVED	Limited supervision.
CONTACTS WITHIN COUNTY GOVERNMENT	Generally, positions in this class interact with other office, technical, professional, specialists, and senior level staff and the work requires substantial sensitivity and cooperation.
CONTACTS OUTSIDE COUNTY GOVERNMENT	Most positions in this class require interaction with citizens, visitors, guests, and/or professional contacts with other governmental entities or allied organizations and the duties generally require substantial sensitivity and cooperation.
PHYSICAL EFFORT	Most positions in this class require occasional stooping, bending, and/or light lifting; however, some jobs may require less or more physical effort, as defined by the essential duties.
WORKING CONDITIONS	Most positions in this class experience no significant discomforts or risk exposures.

### Program & Administrative Services IV

EDUCATION (MINIMUM QUALIFICATIONS)	Job duties generally require High school diploma or the equivalent (GED).
<b><i>PRIOR EXPERIENCE</i></b> (MINIMUM QUALIFICATIONS)	Seven years of directly related experience, including supervisory experience. Associate's or Bachelor's degree in a related field may be required for some positions and may be substituted for the equivalent years of experience.
LICENSES AND CERTIFICATIONS (Selected Examples)	<ul style="list-style-type: none"> <li>• CPR; First Aid</li> <li>• Notary Public</li> <li>• Certified Administrative Professional</li> <li>• Certified Accounts Payable Professional</li> <li>• Certified Deputy Court Clerk</li> <li>• Certified Payroll Professional</li> </ul>
COMPLEXITY	Work is substantially complex and varied and requires the interpretation of guidelines, policies, and procedures in combination.
INDEPENDENCE OF ACTIONS	Directed
IMPACT OF ACTIONS	Errors in work could lead to significant expense and inconvenience.
SUPERVISORY RESPONSIBILITY	Positions in this class typically have either 1 <sup>st</sup> line supervisory responsibilities or have formal “working supervisor” responsibilities (assigning and reviewing work, contributing to personnel decisions, etc.)
SUPERVISION RECEIVED	Limited supervision.
CONTACTS WITHIN COUNTY GOVERNMENT	Generally, positions in this class interact with other office, technical, professional, specialists, and senior level staff and the work requires substantial sensitivity and cooperation.
CONTACTS OUTSIDE COUNTY GOVERNMENT	Most positions in this class require interaction with citizens, visitors, guests, and/or professional contacts with other governmental entities or allied organizations and the duties generally require substantial sensitivity and cooperation.
PHYSICAL EFFORT	Most positions in this class require occasional stooping, bending, and/or light lifting; however, some jobs may require less or more physical effort, as defined by the essential duties.
WORKING CONDITIONS	Most positions in this class experience no significant discomforts or risk exposures.

**CLASSIFICATION: SPECIALISTS**

For non-public safety jobs, the S band is comprised of entry level to senior level positions that perform work in a specialized field. These positions perform work of a nature that usually requires college-level coursework, degrees, and certifications. Positions in this band include accountants, counselors, clinicians, librarians, nurses, programmers, teachers, engineers, housing specialists, and social workers. For public safety jobs, this occupational group is reserved for supervisory job titles starting with Sheriff's Deputy Sergeant, Fire/Rescue Lieutenant, or equivalent.

Specialists I

CHARACTERISTICS OF WORK	<ul style="list-style-type: none"> <li>• Entry-level</li> <li>• Understands key concepts in own area/field.</li> <li>• Work involves learning activities/tasks associated with own work/role.</li> <li>• Is responsible for defined, short-term work assignments.</li> <li>• Usually depends on instruction, guidance, and direction from others to complete work.</li> </ul>
EDUCATION (MINIMUM QUALIFICATIONS)	Bachelor's degree in a related field.
<b>PRIOR EXPERIENCE</b> (MINIMUM QUALIFICATIONS)	No experience is required. Directly related experience may be substituted for education where appropriate.
LICENSES AND CERTIFICATIONS (Selected Examples)	<ul style="list-style-type: none"> <li>• Driver's license</li> <li>• Certified Health Education Specialist</li> <li>• Certified Benefits Professional</li> <li>• Certified Therapeutic Recreation Specialist</li> </ul>
COMPLEXITY	Work is moderately complex.
INDEPENDENCE OF ACTIONS	Standardized
IMPACT OF ACTIONS	Errors in work cause some expense and inconvenience.
SUPERVISORY RESPONSIBILITY	Most positions in this class do not have formal supervisory responsibility; however, some positions may include supervisory responsibilities over non-specialist jobs.
SUPERVISION RECEIVED	Receive moderate supervision
CONTACTS WITHIN COUNTY GOVERNMENT	Interacts with mostly professional and specialist s staff. Requires some tact and cooperation.
CONTACTS OUTSIDE COUNTY GOVERNMENT	Most positions in this class require interaction with citizens, visitors, guests, and/or professional contacts with other governmental entities or allied organizations. Interaction requires substantial sensitivity and cooperation.
PHYSICAL EFFORT	Most positions in this class require occasional stooping, bending, and/or light lifting; however, some jobs may require less or more physical effort, as defined by the essential duties.
WORKING CONDITIONS	Most positions in this class experience no significant discomforts or risk exposures.

## Specialists II

CHARACTERISTICS OF WORK	<ul style="list-style-type: none"> <li>• Intermediate-level</li> <li>• Work is a composite between entry (learning) and career (fully proficient) stage.</li> <li>• Makes a significant contribution to a work team through knowledge in own area/field.</li> <li>• Is responsible for short-term work assignments, working under moderate to limited supervision.</li> </ul>
EDUCATION (MINIMUM QUALIFICATIONS)	Bachelor's degree in a related field.
<b><i>PRIOR EXPERIENCE</i></b> (MINIMUM QUALIFICATIONS)	The job duties usually require <u>two years</u> of directly related experience. Requirements may vary depending on occupational group and career path. Directly related experience may be substituted for education where appropriate.
LICENSES AND CERTIFICATIONS (Selected Examples)	<ul style="list-style-type: none"> <li>• Driver's license</li> <li>• First Aid; CPR</li> <li>• Certificate in Medical Administration (VA)</li> <li>• VA Teaching Certificate</li> <li>• VA Professional Librarian Certificate</li> </ul>
COMPLEXITY	Work varies from moderately complex to substantially complex.
INDEPENDENCE OF ACTIONS	Directed
IMPACT OF ACTIONS	Errors in work could lead to significant expense and inconvenience.
SUPERVISORY RESPONSIBILITY	Most positions in this class do not have formal supervisory responsibility; however, some positions may include supervisory responsibilities, depending on job requirements.
SUPERVISION RECEIVED	Receive moderate to limited supervision.
CONTACTS WITHIN COUNTY GOVERNMENT	Interacts with mostly professional and specialist staff. Requires substantial sensitivity and cooperation.
CONTACTS OUTSIDE COUNTY GOVERNMENT	Most positions in this class require interaction with citizens, visitors, guests, and/or professional contacts with other governmental entities or allied organizations. Interaction requires substantial sensitivity and cooperation.
PHYSICAL EFFORT	Most positions in this class require occasional stooping, bending, and/or light lifting; however, some jobs may require less or more physical effort, as defined by the essential duties.
WORKING CONDITIONS	Most positions in this class experience no significant discomforts or risk exposures.

### Specialists III

CHARACTERISTICS OF WORK (NON PUBLIC SAFETY)	<ul style="list-style-type: none"> <li>• Fully-proficient to advanced-level.</li> <li>• Demonstrates full competency in own work area.</li> <li>• Conducts projects of a broad scope in own discipline/field.</li> <li>• Is responsible for both short- and mid-term projects and decisions.</li> </ul>
EDUCATION (MINIMUM QUALIFICATIONS)	<b>Non-Public Safety</b> - Bachelor's degree in a related field.
	<b>Public Safety:</b> High school diploma or equivalent experience. LCSO-successful completion of assigned Master Deputy/Investigator program.
<b>PRIOR EXPERIENCE</b> (MINIMUM QUALIFICATIONS)	<b>Non-Public Safety:</b> The job duties usually require <u>three years</u> of directly related experience, including supervisory experience. Requirements may vary depending on occupational group and career path. Directly related experience may be substituted for education where appropriate.
	<b>Public Safety:</b> LCSO – Successful completion of assigned Master Deputy/Investigator experience requirements LCFR – 6 years, 6months overall; 1 year field supervisory preferred.
LICENSES AND CERTIFICATIONS (Selected Examples)	<b>Non-Public Safety</b> <ul style="list-style-type: none"> <li>• Driver's license</li> <li>• First Aid; CPR</li> <li>• Licensed Clinical Social Worker</li> <li>• Licensed Family Therapist</li> <li>• Psychiatric Nurse Certificate</li> <li>• Certified Professional Geologist</li> </ul>
	<b>Public Safety:</b> <ul style="list-style-type: none"> <li>• Fire Officer 1</li> <li>• HAZMAT operations</li> <li>• Duty-specific certifications</li> <li>• LCSO-specific to assigned Master Deputy/Investigator program</li> </ul>
COMPLEXITY	Work is substantially complex and varied.
INDEPENDENCE OF ACTIONS	Directed
IMPACT OF ACTIONS	<b>Non-Public Safety</b> Errors in work could lead to significant expense and inconvenience.
	<b>Public Safety:</b> Errors in work could lead to major costs and problems.



**Specialists III Continued**

SUPERVISORY RESPONSIBILITY	<b>Non-Public Safety:</b> Positions may or may not have formal supervisory responsibility. Supervisory job duties typically involve working as a first-line supervisor or Assistant Manager. Some positions may involve a higher or lower level of supervisory responsibility, depending on the essential duties.
	<b>Public Safety:</b> Job duties involve working as a first-line supervisor or Assistant Manager.
SUPERVISION RECEIVED	Receives limited supervision.
CONTACTS WITHIN COUNTY GOVERNMENT	Interacts with mostly professional and specialist staff. Requires considerable explanation, persuasion, and diplomacy.
CONTACTS OUTSIDE COUNTY GOVERNMENT	Incumbents interact with citizens, visitors, guests, and/or professional contacts with other governmental entities or allied organizations. Interaction requires considerable explanation, persuasion, and diplomacy.
PHYSICAL EFFORT	<b>Non-Public Safety</b> Most positions in this class require occasional stooping, bending, and/or light lifting; however, some jobs may require less or more physical effort, as defined by the essential duties.
	<b>Public Safety</b> Job requires frequent, considerable physical exertion.
WORKING CONDITIONS	<b>Non-Public Safety</b> Most positions in this class experience no significant discomforts or risk exposures.
	<b>Public Safety</b> Frequent discomforts and/or considerable risks.

### Specialists IV

CHARACTERISTICS OF WORK (NON PUBLIC SAFETY)	<ul style="list-style-type: none"> <li>• Expert-level professional.</li> <li>• Is viewed as the expert or master in a given field for a business unit or department.</li> <li>• Develops, mentors, and coaches others within the specialty/ discipline.</li> <li>• Conducts complex projects requiring additional specialized knowledge in own discipline.</li> <li>• Is responsible for projects that have a mid- to long-term focus.</li> <li>• Has oversight for operational activities in a work unit.</li> </ul>
EDUCATION (MINIMUM QUALIFICATIONS)	<p><b>Non-Public Safety:</b> Bachelor’s degree in a related field.</p> <p><b>Public Safety:</b> High school diploma or equivalent.</p>
<i>PRIOR EXPERIENCE</i> (MINIMUM QUALIFICATIONS)	<p><b>Non-Public Safety:</b> The job duties usually require <u>four years</u> of directly related experience, including supervisory experience. Requirements may vary depending on occupational group and career path. Directly related experience may be substituted for education where appropriate.</p> <p><b>Public Safety:</b>  LCSO – 4 years overall; 2 years with LCSO  LCFR – 7 1/2 years overall; 2 years as a field operational supervisor in LCFR preferred.</p>
LICENSES AND CERTIFICATIONS (Selected Examples)	<p><b>Non-Public Safety:</b></p> <ul style="list-style-type: none"> <li>• Driver's license</li> <li>• Licensed Clinical Psychologist</li> </ul> <p><b>Public Safety:</b></p> <ul style="list-style-type: none"> <li>• Duty specific certifications</li> <li>• VA LE Officer Certification</li> <li>• Officer 1</li> <li>• HAZMAT Operations</li> </ul>
COMPLEXITY	Work is very non-standard and widely varied, involving many complex significant variables.
INDEPENDENCE OF ACTIONS	Broad
IMPACT OF ACTIONS	<p><b>Non-Public Safety:</b> Errors in work could lead to major costs and problems.</p> <p><b>Public Safety:</b> Errors in work could lead to major costs and problems.</p>

**Specialists IV Continued**

SUPERVISORY RESPONSIBILITY	<b>Non-Public Safety:</b> Job duties typically involve working as a first-line supervisor or Assistant Manager. Some positions may involve a higher or lower level of supervisory responsibility, depending on the essential duties.
	<b>Public Safety:</b> Job duties involve working as Asst Director of a Department or Division.
SUPERVISION RECEIVED	Receive general direction, working from broad goals, policies.
CONTACTS WITHIN COUNTY GOVERNMENT	Interacts with mostly with specialists, supervisors, and managers. Requires considerable explanation, persuasion, and diplomacy.
CONTACTS OUTSIDE COUNTY GOVERNMENT	Incumbents interact with citizens, visitors, guests, and/or professional contacts with other governmental entities or allied organizations. Interaction requires considerable explanation, persuasion, and diplomacy.
PHYSICAL EFFORT	<b>Non-Public Safety:</b> Most positions in this class require occasional stooping, bending, and/or light lifting; however, some jobs may require less or more physical effort, as defined by the essential duties.
	<b>Public Safety:</b> Job requires frequent, considerable physical exertion.
WORKING CONDITIONS	<b>Non-Public Safety:</b> Most positions in this class experience no significant discomforts or risk exposures; however, some jobs may involve occasional or routine discomfort and/or risks depending on essential duties.
	<b>Public Safety:</b> Frequent discomforts and/or considerable risks.

**CLASSIFICATION: ADVISORS & MANAGERS**

The A band is comprised of positions that have managerial responsibility and/or leadership-level advisory responsibilities. Positions in this band include program managers, operations managers, attorneys, and analysts. Positions in this band require an advanced level college degree and experience at an advanced level. For public safety positions, the positions must be ranked as a First Lieutenant (Sheriff’s Office), Battalion Chief (Fire/Rescue), or equivalent.

**Advisors & Managers I**

SCOPE OF RESPONSIBILITY	Manage a <u>program</u> , <u>section</u> , or <u>branch</u> within a department. Some positions in this class may not have direct programmatic management responsibility, but instead act as a key advisor with direct accountability for the outcome of their advise within the functional area.
DECISION MAKING AUTHORITY	Interpretive: These positions interpret policies, carry out programs, and make strategic decisions. Determine what is to be done and how the allocated resources are to be distributed. If circumstances change, employees in this position make decisions to establish what is to be done in the future in similar circumstances.
PRIOR EXPERIENCE	<p><b>Non-Public Safety:</b> The job responsibilities usually require at least 2 years of related professional-level experience, including some supervisory or operational/administrative oversight experience.</p> <p><b>Public Safety:</b> LCSO – 6 years overall; 2 years with LCSO; 1 years as a Sgt or higher LCFR – 13 1/2 years overall; 5 years as supv; ½ year admin</p>
IMPACT OF ACTIONS	Errors in work lead to major costs and problems.
SUPERVISORY RESPONSIBILITY	The job duties involve working as a Manager (or equivalent) over first line supervisors <b>OR</b> operating as an authoritative advisor to executive management with direct accountability for the outcome of the advice.
SUPERVISION RECEIVED	Incumbents receive direction on the strategic plans and goals of their assigned program/section/branch and they determine and implement the means of achieving these plans and goals.

**Advisors & Managers I *Continued***

COMPLEXITY	Work is broad in scope, covering one or more functional area(s). Policies, procedures, and/or precedents are created and recommended by incumbents in these positions.
FORMAL EDUCATION	<p><b>Non-Public Safety:</b> Job duties require at least a Master's degree in a directly related field. Many jobs may also require an applicable post-graduate degree (JD, etc.).</p>
	<p><b>Public Safety:</b> High School education or equivalent. Graduation from a law enforcement academy is required for some positions. Duty specific certifications required for some positions</p>

## Advisors & Managers II

SCOPE OF RESPONSIBILITY	Manage a <u>larger section or branch</u> or <u>smaller division</u> within a department; or act as a system-wide manager (e.g., Library department.) A few positions may not have direct management responsibility, but instead act as authoritative advisors with direct accountability for the outcome of their advice within the functional area (e.g., legal counsel)
DECISION MAKING AUTHORITY	Interpretive: These positions interpret policies, carry out programs, and make strategic decisions. Determine what is to be done and how the allocated resources are to be distributed. If circumstances change, employees in this position make decisions to establish what is to be done in the future in similar circumstances.
PRIOR EXPERIENCE	<b>Non-Public Safety:</b> The job responsibilities usually require at least 4 years of related professional-level experience, including some supervisory or operational/administrative oversight experience.
	<b>Public Safety:</b> LCSO – 8 years overall; 3 years with LCSO; 1 years as Lt. LCFR – 14 years overall; 10 years with public/fire administration; 4 years administrative/supervisory.
IMPACT OF ACTIONS	Errors in work lead to major costs and problems.
SUPERVISORY RESPONSIBILITY	The job duties involve working as a Manager (or equivalent) over first line supervisors <b>OR</b> operating as an authoritative advisor to executive management with direct accountability for the outcome of the advice.
SUPERVISION RECEIVED	Incumbents receive direction on the strategic plans and goals of their assigned program/section/branch and they determine and implement the means of achieving these plans and goals.
COMPLEXITY	Work is broad in scope, covering one or more functional area(s). Policies, procedures, and/or precedents are created and recommended by incumbents in these positions.
FORMAL EDUCATION	<b>Non-Public Safety:</b> Job duties require at least a Master's degree in a directly related field. Many jobs may also require an applicable post-graduate degree (JD, etc.).
	<b>Public Safety:</b> High School education or equivalent. Graduation from a law enforcement academy is required for some positions. Duty specific certifications required for some positions

### Advisors & Managers III

SCOPE OF RESPONSIBILITY	Act as <u>Assistant or Deputy Director</u> in a department and/or manage a <u>primary division</u> (or multiple divisions) within a department. A few positions may not have direct management responsibility, but instead act as authoritative advisors to executive management with direct accountability for the outcome of their advise (e.g., legal counsel).
DECISION MAKING AUTHORITY	Planning and Programming: These positions are concerned with formulating or adjusting plans for major programs, specifying goals and strategic plans/decisions and allocating resources (facilities, people, money, materials) among the programs/functions.
PRIOR EXPERIENCE	<b>Non-Public Safety:</b> The job responsibilities usually require at least 7 years of related professional-level experience, including considerable supervisory or operational/administrative oversight experience.
	<b>Public Safety:</b> LCFR – 20 years overall; 13 years with public/fire administration; 7 years in administrative/supervisory.
IMPACT OF ACTIONS	Errors in work could lead to extraordinary costs and problems.
SUPERVISORY RESPONSIBILITY	The job duties involve working as Assistant or Deputy Director (or equivalent) of a Department or Director of a major Division within a Department <b>OR</b> operating as an authoritative advisor to executive management.
SUPERVISION RECEIVED	Incumbents set the goals and objectives for the assigned division(s) and formulate/adjust plans to implement the organizational policy.
COMPLEXITY	Work is broad in scope, covering one or more functional area(s). Policies, procedures, and/or precedents are created and recommended by incumbents in these positions.
FORMAL EDUCATION	<b>Non-Public Safety:</b> Job duties require at least a Master's degree in a directly related field. Many jobs may also require an applicable post-graduate degree (JD, etc.).
	<b>Public Safety:</b> High School education or equivalent. Graduation from a law enforcement academy is required for some positions. Duty specific certifications required for some positions.

### Advisors & Managers IV

SCOPE OF RESPONSIBILITY	Function as a Deputy Director in a department.
DECISION MAKING AUTHORITY	Planning and Programming: These positions are concerned with formulating or adjusting plans for major programs, specifying goals and strategic plans and allocating resources (facilities, people, money, materials) among the programs/functions.
PRIOR EXPERIENCE	<b>Non-Public Safety:</b> The job responsibilities usually require at least 10 years of related professional-level experience, including considerable supervisory or operational/administrative oversight experience.
	<b>Public Safety:</b> LCFR – 22 years overall; 15 years with public/fire administration; 7 years in administrative/supervisory.
IMPACT OF ACTIONS	Errors in work could lead to extraordinary costs and problems.
SUPERVISORY RESPONSIBILITY	The job duties involve working as Assistant or Deputy Director (or equivalent) of a Department or Director of a major Division within a Department <b>OR</b> operating as an authoritative advisor to executive management.
SUPERVISION RECEIVED	Incumbents set the goals and objectives for the assigned division(s) and formulate/adjust plans to implement the organizational policy.
COMPLEXITY	Work is broad in scope, covering one or more functional area(s). Policies, procedures, and/or precedents are created and recommended by incumbents in these positions.
FORMAL EDUCATION	<b>Non-Public Safety:</b> Job duties require at least a Master's degree in a directly related field. Many jobs may also require an applicable post-graduate degree (JD, etc.).
	<b>Public Safety:</b> High School education or equivalent. Graduation from a law enforcement academy is required for some positions. Duty specific certifications required for some positions



**CLASSIFICATION: Executives & Department Heads**

The E band is comprised of positions providing oversight or management of county-wide programs or operations. Positions in this band include department heads and deputy county administrators. Positions in this band require an advanced level college degree and substantial experience at an expert level.

**Executives & Department Heads I**

SCOPE OF RESPONSIBILITY	Manage a department.
DECISION MAKING AUTHORITY	Interpretive: These positions interpret policies, carry out programs, and make strategic decisions. Determine what is to be done and how the allocated resources are to be distributed. If circumstances change, employees in this position make decisions to establish what is to be done in the future in similar circumstances.
PRIOR EXPERIENCE	The job responsibilities usually require at least 7 years of related professional-level experience, including supervisory and operational/ administrative oversight experience.
IMPACT OF ACTIONS	Errors in work lead to major costs and problems.
SUPERVISORY RESPONSIBILITY	The job duties involve working as a Manager (or equivalent) over first line supervisors <b>OR</b> operating as an authoritative advisor to executive management with direct accountability for the outcome of the advice.
SUPERVISION RECEIVED	Incumbents receive direction on the strategic plans and goals of their assigned program/section/branch and they determine and implement the means of achieving these plans and goals.
COMPLEXITY	Work is broad in scope, covering one or more functional area(s). Policies, procedures, and/or precedents are created and recommended by incumbents in these positions.
FORMAL EDUCATION	Job duties require at least a Master's degree in a directly related field. Many jobs may also require an applicable post-graduate degree (JD, etc.).

## Executives & Department Heads II

SCOPE OF RESPONSIBILITY	Manage a department.
DECISION MAKING AUTHORITY	Interpretive: These positions interpret policies and carry out programs. Determine what is to be done and how the allocated resources are to be distributed. If circumstances change, employees in this position make decisions to establish what is to be done in the future in similar circumstances.
PRIOR EXPERIENCE	The job responsibilities usually require at least 10 years of related professional-level experience, including supervisory and operational/administrative oversight experience.
IMPACT OF ACTIONS	Errors in work lead to major costs and problems.
SUPERVISORY RESPONSIBILITY	The job duties involve working as a Manager (or equivalent) over first line supervisors <b>OR</b> operating as an authoritative advisor to executive management with direct accountability for the outcome of the advice.
SUPERVISION RECEIVED	Incumbents receive direction on the strategic plans and goals of their assigned program/section/branch and they determine and implement the means of achieving these plans and goals.
COMPLEXITY	Work is broad in scope, covering one or more functional area(s). Policies, procedures, and/or precedents are created and recommended by incumbents in these positions.
FORMAL EDUCATION	Job duties require at least a Master's degree in a directly related field. Many jobs may also require an applicable post-graduate degree (JD, etc.).

### Executives & Department Heads III

SCOPE OF RESPONSIBILITY	Manage a department.
DECISION MAKING AUTHORITY	Planning and Programming: These positions are concerned with formulating or adjusting plans for major programs, specifying goals and strategic plans and allocating resources (facilities, people, money, materials) among the programs/functions.
PRIOR EXPERIENCE	The job responsibilities usually require at least 10 years of related professional-level experience, including considerable supervisory and operational/administrative oversight experience.
IMPACT OF ACTIONS	Errors in work could lead to extraordinary costs and problems.
SUPERVISORY RESPONSIBILITY	The job duties involve working as Assistant or Deputy Director (or equivalent) of a Department or Director of a major Division within a Department <b>OR</b> operating as an authoritative advisor to executive management.
SUPERVISION RECEIVED	Incumbents set the goals and objectives for the assigned division(s) and formulate/adjust plans to implement the organizational policy.
COMPLEXITY	Work is broad in scope, covering one or more functional area(s). Policies, procedures, and/or precedents are created and recommended by incumbents in these positions.
FORMAL EDUCATION	Job duties require at least a Master's degree in a directly related field. Many jobs may also require an applicable post-graduate degree (JD, etc.).

### Executives & Department Heads IV

SCOPE OF RESPONSIBILITY	Function as a Deputy County Administrator.
DECISION MAKING AUTHORITY	Planning and Programming: These positions are concerned with formulating or adjusting plans for major programs, specifying goals and strategic plans and allocating resources (facilities, people, money, materials) among the programs/functions.
PRIOR EXPERIENCE	The job responsibilities usually require at least 10 years of related professional-level experience, including considerable supervisory and operational/administrative oversight experience.
IMPACT OF ACTIONS	Errors in work could lead to extraordinary costs and problems.
SUPERVISORY RESPONSIBILITY	The job duties involve working as Assistant or Deputy Director (or equivalent) of a Department or Director of a major Division within a Department <b>OR</b> operating as an authoritative advisor to executive management.
SUPERVISION RECEIVED	Incumbents set the goals and objectives for the assigned division(s) and formulate/adjust plans to implement the organizational policy.
COMPLEXITY	Work is broad in scope, covering one or more functional area(s). Policies, procedures, and/or precedents are created and recommended by incumbents in these positions.
FORMAL EDUCATION	Job duties require at least a Master's degree in a directly related field. Many jobs may also require an applicable post-graduate degree (JD, etc.).