

## APPENDIX F - GUIDELINES ON BROADBAND CLASSIFICATION OF MANAGEMENT LEADERSHIP SERVICE POSITIONS

### 1. Management Leadership Service program elements.

(a) **Scope.**

- (1) The County's Management Leadership Service (MLS) is a component of the merit system made up of high-level management/staff positions significantly directing and influencing the operation of County departments and agencies. Members of the MLS are key leaders who are responsible for the development and implementation of County policy and the efficient and effective management of County programs and services.
- (2) MLS positions include merit department or agency directors, deputy directors, division chiefs, section chiefs and team leaders, or other very senior staff positions having a comparable effect on County-wide policies and programs.
- (3) Non-merit positions established under the authority of Question A are included in MLS.
- (4) Although not included in MLS, Public Safety Managers are encouraged to participate in MLS training opportunities.

(b) **Purpose.** MLS is designed to meet the following objectives:

- (1) to improve organizational quality and effectiveness through management development, performance accountability, and appropriate compensation of key senior managers/staff;
- (2) to provide organizational flexibility to respond to emerging needs and provide opportunity for mobility to senior managers/staff to seek new challenges;
- (3) to achieve flexibility in the recruitment, hiring and transfer of senior managers/staff to meet the needs of the organization;
- (4) to provide opportunities for managers to develop skills and obtain education which will benefit both the manager and the organization;

- (5) to develop a government-wide perspective or "corporate" philosophy and to foster an esprit de corps among key organizational managers; and
  - (6) to improve the delivery of services to the community through dynamic, innovative, and highly motivated leadership.
- (c) **Key features of MLS.**
- (1) MLS has a broadband classification system and performance-based compensation system.
  - (2) The MLS classification system has a single generic management track or "career path" consisting of three separate pay bands that are defined by scope, complexity, and delegated level of authority.
  - (3) The compensation system is performance-based. Salary increases are not an entitlement based on years of service, but, instead, are based on performance plans, reviews, and accomplishments.
  - (4) MLS members participate in continuous professional career training. This comprehensive development approach includes:
    - (A) multiple feedback skill assessment;
    - (B) individual developmental plans;
    - (C) comprehensive leadership training; and
    - (D) partnership program with leaders from other public agencies and the private sector.
  - (5) A separate performance accountability system for MLS members requires an annual performance evaluation. The annual performance evaluation is the basis for pay and other personnel decisions. Advancement through the appropriate MLS salary range is based on performance.

## **2. Broadband classification structure.**

- (a) **Plan.**
- (1) MLS positions are assigned to a separate classification structure consisting of a single generic career path designated as the Management Career Path.

This career path consists of three separate levels (Manager I, II, and III) that are defined in the class specifications for each level by scope, complexity, and delegated level of authority.

- (2) The incumbents of most MLS positions are responsible for providing leadership to the organization by planning, directing, and executing a wide variety of County functions and services and are held accountable for the attainment of program objectives.

(b) **Position classification.**

- (1) A merit system position is assigned to the MLS if the position, prior to its inclusion in the MLS, either:
  - (A) was classified under the quantitative evaluation system at grade 27 or higher and the duties of the position include all of the following:
    - (i) directing the work of an organizational unit of a department, such as a division, section, or team;
    - (ii) supervising at least 2 full-time employees, or the equivalent of 2 full-time employees;
    - (iii) assuming responsibility for the success of one or more significant County programs, functions, or services; and
    - (iv) influencing County policy in the assigned area; or
  - (B) the position was classified under the quantitative evaluation system at grade 30 or higher and the duties of the position include developing and promoting public policy for major programs and management functions that are:
    - (i) directly related to the broad mission of the County government; and
    - (ii) in direct support the County Executive or CAO, or both, or other elected or appointed official.
- (2) Upon creation of a new position, the Director, Office of Human Resources, after reviewing staff recommendations, will determine if the position meets the above criteria and warrants inclusion in the MLS.

- (3) Advancement through the pay band associated with a management level is based on performance.
  - (4) Movement to a higher management level is based on either a promotion to a vacant position in a higher management level or reclassification because of a significant change in duties.
  - (5) Individuals appointed to high-level non-merit management positions will not be assigned to the classifications of Manager I, II, or III. These nonmerit positions will continue to be assigned to occupational classes created specifically for non-merit appointed officials. Such classes will be assigned to pay bands on the MLS Salary Schedule.
- (c) **Job titles.**
- (1) MLS position incumbents may use working titles to distinguish their positions from others in the same career path.
  - (2) Official job-specific titles will not be part of the classification structure of the MLS.
- (d) **Documentation.**
- (1) The class specification for the Management Career Path describes the general duties, responsibilities and minimum qualifications of each management level in the MLS.
  - (2) A brief position description form for each MLS position documents the major duties and responsibilities of the particular position as well as any specific technical or program expertise requirements necessary to perform the work of the position.