

Iowa Department of Administrative Services – Human Resources Enterprise  
Classification Series Guidelines

## Executive Officer Series

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### Classes in the Series

<u>Class Code</u>	<u>Class Title</u>
00710/80710/90710	Executive Officer 1
00711/80711/90711	Executive Officer 2
00712/90712	Executive Officer 3
00713/90713	Executive Officer 4
00714/90714	Executive Officer 5

### Series Concept

In 1992, the legislature passed a bill to reduce the number of “management layers” and increase the “span of control” of supervisory positions in state government. To comply with this legislation, executive branch departments chose to remove supervisory duties from numerous management level positions, but still retain their program management duties. As a result, there was a need for a generalist non-supervisory program management series. To fill this need, the department created the Executive Officer series, adopted in November of 1993. Also included were “executive assistant” and “legislative liaison” positions that previously had been classified in the Executive Assistant series.

Since the Executive Officer series is less specific regarding particular types of duties and tasks, other specific classifications which more closely fit the duties of the position should first be analyzed. One indicator of this is the need for the position incumbent or applicants for the position to possess certain competencies and education/experience qualifications that are primarily found only in an existing class or series.

If no other more appropriate class or series exists for the job duties described, then its program management potential must be evaluated for inclusion in the Executive Officer series. (*NOTE: See functional descriptions of executive assistant and legislative liaison type positions at the end of this section.*) This is done first by determining if the entity being managed is an actual program and not merely a process or function related to or part of a program. The following description of a “program” is provided for this purpose.

*Program* – In the public sector, a program is ordinarily associated with the provision of a service or an administrative oversight/enforcement responsibility. Agency programs established to deliver these services or fulfill these responsibilities usually have certain characteristics in common, including a funding source, resources (staff, equipment, and supplies), a described mission statement, a detailed budget, identifiable production goals and objectives, and written regulations (rules, policies, and procedures). Absent these, the entity managed is more likely a “process” (a series of actions, changes, or functions bringing about a result) than a program.

If the entity managed is a program, then the position’s duties must be thoroughly evaluated to determine if the traditional management level duties (see below) are being performed and if the position/incumbent is an actual decision maker, not simply an advisor or consultant.

1. Individually, or in collaboration with higher management levels, sets goals and develops plans.
2. Determines financial, staffing, and related resources needed to carry out programs.
3. Determines the need and develops specific plans for organizational/operational changes.

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4. Evaluates factors (e.g., employment, public, legislative and executive branch relations, and their impact on organizational/economic conditions) other than purely technical when making decisions or recommendations.
5. Coordinates efforts with agency activities/programs and those of other agencies.
6. Understands/communicates agency business policies and priorities throughout organization.
7. Deals with general human resources policy matters (e.g., employee recruitment/retention) affecting the organization, with a personal responsibility for the actions of key employees.

Positions classified in the Executive Officer series based on a functional concept of “executive assistant” or “legislative liaison” are described as follows:

- *Executive Assistant* – These are professional administrative positions whose incumbents possess an in-depth knowledge of the agency’s organization and programs. Incumbents report to/work for a division administrator, deputy director, or department director, and duties include: collecting/analyzing program and related data for accuracy, soundness, feasibility, impact, and developing written action proposals; investigating customer (general public, legislature, interest groups, etc.) complaints/inquiries and drafting technical reports/correspondence explaining the department’s position on policy issues that may be precedent-setting; planning, organizing, and managing organizational special projects; making formal presentations; representing/speaking for the administrator at important meetings, conferences, etc.; and evaluating organizational work processes and operations for efficiency/effectiveness and recommending changes. Positions that perform significant amounts of administrative support work (screening telephone calls/visitors; handling, typing, and tracking correspondence; maintaining/researching files and records, etc.) should be classified in their appropriate secretarial job class.
- *Legislative Liaison* – These positions are the public sector’s counterpart to private sector lobbyists. Position incumbents typically report to a division administrator, deputy director, or department director and must be designated by their agency of employment as the legislative liaison, registered with the State Legislature as a lobbyist, and be responsible for developing/presenting an agency’s entire legislative package. Duties include: drafting code language and acting as the agency spokesperson in legislative meetings and individual contacts with legislators; screening legislative bills/amendments for potential impact on agency programs and alerting management; distributing bills for internal review/comment and summarizing legislative action taken; monitoring committee meetings/floor debates and acceptance or rejection of specific amendments.

### Exclusions

The following are excluded from classification within this series:

1. Staff positions (e.g., accountants, auditors, examiners; budget, fiscal & policy, and management analysts; human resources, information, information technology, and training specialists; education, rehabilitation, and safety/health consultants; planners; investigators; etc.) for which a specific job class or class series exists in the classification plan.
2. Positions that are “supervisory exempt” from collective bargaining (e.g., Public Service Leader, Social Work Supervisor, Utility Administrator, etc.).

### **Class Distinctions**

It is important to understand that, while Executive Officer positions do not perform full supervisory duties, under the “program management” concept, they should manage programs/organizational segments with staff, budgets, and clients served. Level classification factors include:

1. Supervision received (i.e., responsibility for determining program resources, organizational structure, goals, priorities, and the freedom to make changes).
2. Scope and impact (i.e., operations managed in comparison to a department’s total operations, as measured by the number of employees directed, dollars expended, clients served, and variety of programs).
3. Policy-making authority (i.e., decision-making authority for all agency programs and policies), which is further defined as follows:
  - Primary – highest decision-making authority in a department; subject only to laws, regulations, and policies issued by the Governor, Legislature, or statewide regulatory agency.
  - Secondary – second highest decision-making authority in a department, with an assigned responsibility for developing/adapting policies, goals, priorities, and work standards for the entire department within framework established at the primary level.
  - Operating – decision-making authority of all other management positions in a department with an assigned responsibility for directing program operations in conformance with policies, goals, and priorities established at either the primary or secondary policy level.

Organizational segments referenced below are set forth in Iowa Code section 7E.2(3), and are defined as follows:

- Unit – a subunit of a “section,” headed by a “unit manager.”
- Section – a subunit of a “bureau,” headed by a “supervisor.”
- Bureau – the principal subunit of a “division,” headed by a “chief.”
- Division – the principal subunit of a “department,” headed by an “administrator.”

#### **Executive Officer 1**

Employees in this class work within parameters/guidelines established by higher levels of management and operations managed are subject to periodic, after-the-fact review for accomplishment of goals/priorities. The organizational segment (unit) managed represents a limited part of the department’s total operations and employees function at the operating policy level, with final decision-making authority confined to the unit. Positions are typically close to the mainstream of production/service delivery and the unit managed is either auxiliary to or a part of a program or group of programs. Incumbents usually have a substantial knowledge of the unit’s technical work processes, often to the point of being an authoritative source of information on the subject.

Positions that meet the functional concept of “Executive Assistant” described above and work for/report to positions organizationally at the division administrator or deputy director level should be classified at this level.

#### **Executive Officer 2**

Employees in this class work within parameters/guidelines established by higher levels of management and operations managed are subject to periodic, after-the-fact review for accomplishment of

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goals/priorities. The organizational segment (section) managed represents a moderate part of the department's total operations and employees function at the operating policy level, with final decision-making authority confined to the section. Positions are somewhat removed from the mainstream of production/service delivery and the section managed is normally an organizational segment of a program or group of programs. Incumbents usually have considerable knowledge of the technical work processes, sometimes to the point of being an authoritative source of information on the subject.

Positions that meet the functional concept of "Executive Assistant" described above and work for/report to a department director should be classified at this level.

### **Executive Officer 3**

Employees in this class establish program goals and develop organizational plans with limited input from higher levels of management. They determine program resource needs and allocate them within financial parameters set at the secondary policy level. The organizational segment (bureau) managed represents a moderate or larger part of the department's total operations and employees function at the operating policy level, with final decision-making authority confined to bureau operations. Positions are removed from the mainstream of production/service delivery, and incumbents, unless promoted from within, possess only a limited knowledge of technical work processes.

Positions that meet the functional concept described above for "Legislative Liaison," and perform these duties for a non-cabinet-level agency should also be classified at this level.

### **Executive Officer 4**

Employees in this class determine program resource needs and allocate them within financial parameters set at the primary or secondary policy level. The organizational segment (bureau or division) managed represents a major part of the department's total operations and employees function at a major operating or secondary policy level, with decision-making authority often extending beyond the boundaries of the operations managed. Positions are removed from the mainstream of production/service delivery and incumbents typically have a limited knowledge of technical work processes.

Positions that meet the functional concept described above for "Legislative Liaison," and perform these duties for a cabinet-level agency should also be classified at this level.

### **Executive Officer 5**

Employees in this class determine program resource needs and allocate them within financial parameters set at the primary policy level. Individually, and as a member of a management team, employees work closely with the department director to establish overall departmental policy and program goals/priorities. The organizational segment (division) managed represents a major part of the department's total operations and employees function at the secondary policy level.

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