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

# Public Service Leader Series

## Classes in the Series

| Class Code | Class Title |
|---|---|
| 00781 | Public Service Supervisor |
| 00784/60784/80784 | Public Service Manager 1 |
| 00786/60786/80786 | Public Service Manager 2 |
| 00787/80787 | Public Service Executive |
| 00789 | Public Service Deputy Director |

## Series Concept

Positions in the Public Service Leader Series perform supervisory generalist work where no other supervisory job classifications or series exist. There are significant differences among the different levels of leader positions. The following diagram depicts the basic emphases of work found at each of the three conceptual levels of the series. These concepts are described in more detail in the definitions and class distinctions set forth below.




## Exclusions

The following are excluded from classification within this series:

1. Non-supervisory program management positions.
2. Supervisory positions that require specific programmatic or technical knowledge (e.g., Correctional Supervisors, Information Technology Administrators, Nurse Supervisors, Environmental Program Supervisors) for which a specific class or series has been developed.

## Definitions

For purposes of this series, the following definitions apply:

1) Organizational segments, set forth in Iowa Code section 7E.2(3), are defined as follows:
   - *Division* – the principal subunit of a "department," headed by an "administrator."
   - *Bureau* – the principal subunit of a "division," headed by a "chief."
   - *Section* – a subunit of a "bureau," headed by a "supervisor."
   - *Unit* – a subunit of a "section," headed by a "unit manager."

2) Decision-making authority levels are defined as follows:
   - *Primary* – highest decision-making authority in an agency; subject only to laws, regulations, and policies issued by the Governor, Legislature, or statewide regulatory agency.
   - *Secondary* – second highest decision-making authority in an agency, with an assigned responsibility for developing/adapting policies, goals, priorities, and work standards for the entire agency within framework established at the primary level.
   - *Operating* – decision-making authority of other supervisory positions in an agency with an assigned responsibility for directing program operations in conformance with policies, goals, and priorities established at either the primary or secondary policy level.

3) Emphases of work are defined as follows:
   - *Policy* – a high-level overall plan setting the general goals and acceptable procedures of an agency, which guides decision-making.
   - *Strategy* – provides the direction and vision for the agency and its employees.
   - *Goals* – an end result having one or more objectives which is to be attained in a set amount of time through a course of actions.
   - *Tactics* – steps for breaking down policy and strategy into narrower, actionable tasks.
   - *Execution* – acting on the tasks that work to achieve the tactical goals and strategic mission of the agency.
   - *Operations* – the day-to-day work production and processes essential to agency functions.

## Class Distinctions

**Public Service Supervisor**

A Public Service Supervisor supervises and directs the work of others. Public Service Supervisors schedule and assign work of subordinates, organize the work flow, support employees as needed, and ensure that tasks are performed to standards safely and efficiently. Most supervisors have performed the tasks completed by subordinates, and may be relied upon as a technical subject-matter expert.

Positions in this class function as "front-line" leaders who act in an operational capacity (relating to the day-to-day operations of an agency). Positions focus on the execution of goals set at the Public Service Manager (or equivalent) level or above.

Positions in this class lead employees within the agency through training, mentoring, skills assessment, and performance management. Public Service Supervisors often deal with projects to improve work processes and operations. Although a Public Service Supervisor oversees a group of employees, the Public Service Supervisor does not have authority to make significant decisions as they relate to the workforce. A Public Service Supervisor can assign work tasks, realign tasks, or take corrective actions to resolve employee disputes and productivity issues. However, a Public Service Supervisor does not hire, fire, or promote employees without consulting with a manager who is privy to higher-level organizational issues and concerns.

**Public Service Manager 1 and 2**

A Public Service Manager is often called upon to make decisions that can have a significant impact on the agency. A Public Service Manager is responsible for the high-level success of a business segment. A manager is less concerned with the day-to-day activities of individual employees and more concerned about the overall success and productivity of the group as a whole. A Public Service Manager is responsible for planning department goals and directing employees to achieve certain end products and results.

While a Public Service Manager needs to understand the general business goals and positions within the agency, a Public Service Manager's critical responsibility is to provide guidance and direction to ensure overall departmental success.

Public Service Managers function as leaders with a tactical focus (characterized by planning tasks to accomplish a general goal). Positions focus on the interpretation and development of goals and procedures to implement the policies, mission, and vision set at the Public Service Executive or Public Service Deputy Director levels.

Generally, a Public Service Manager can hire, fire, and promote employees without consulting with senior management or executives. However, a Public Service Manager does not make significant changes to the agency's goals or direction without consulting with executive leadership.

**Public Service Manager 1**

Public Service Manager 1s are responsible for planning, organizing resources, leading or influencing individuals and/or groups, controlling processes and procedures so that goals can be achieved, and monitoring the progress toward those goals.

Positions in this classification depend upon input from lead workers or Public Service Supervisors when making decisions. Positions in this class may be part of the management team of an agency/department director, chief deputy administrative officer, division administrator, or similar position.

Public Service Manager 1s may formulate or provide some input into development of agency-wide policy, but do not have the authority to independently set and execute policy. Positions function at the operating policy level, with final decision-making authority confined to the organizational segment supervised. Positions are often closely involved in day-to-day operations, or may rely on others who are more closely involved. Public Service Manager 1s require a fair amount of knowledge of technical work processes, but are not necessarily relied upon as technical subject-matter experts. The following are organizational structure considerations for positions in this class:

- In non-cabinet-level agencies and smaller statewide elected officials' offices (i.e., those with fewer than 70 permanent, full-time employees), positions in this class typically manage an organizational segment that constitutes a bureau or section.
- In cabinet-level agencies and larger statewide elected officials' offices (i.e., those with more than 70 permanent, full-time employees), positions in this class typically manage an organizational segment that constitutes a section or unit.

**Public Service Manager 2**

As well as performing the tasks set forth in the Public Service Manager 1 section above, Public Service Manager 2s function at either a major operating or secondary policy level, with decision-making authority extending beyond the boundaries of the organizational segment supervised. Public Service Manager 2s are only somewhat involved in day-to-day operations, and typically rely

on others who are more closely involved. Positions only require a limited knowledge of technical work processes, and are not relied upon as technical subject-matter experts. The following are organizational structure considerations for positions in this class:

- In non-cabinet agencies and smaller statewide elected officials' offices (i.e., those with fewer than 70 permanent, full-time employees), positions in this class typically function as a deputy to the agency director or manage an organizational segment that constitutes a division or, in some cases, a major bureau (i.e., one with significant scope and impact on the agency's operational programs, staffing, budget, and other resources relative to the agency as a whole).
- In cabinet-level agencies and larger statewide elected officials' offices (i.e., those with more than 70 permanent, full-time employees), positions in this class typically manage an organizational segment that constitutes a bureau.

**Public Service Executive**

Public Service Executives are responsible for the highest level of administrative authority in an agency. Public Service Executives report directly to the agency director or deputy director and are typically responsible for managing multiple divisions or bureaus, as well as other segments within the agency.

Positions at this level primarily engage in strategic and policy matters, with little attention devoted to day-to-day operations. Public Service Executives determine the long-term direction of the organization, set long-range goals and policies, and develop strategies.

Positions in this class exercise a critical leadership role within the agency and are part of the director's strategic management team. They function at the secondary policy level. Positions have little to no involvement in day-to-day operations, and rely on others who are more closely involved. Positions require little to no knowledge of technical work processes, and are not looked to as technical subject-matter experts. Positions in this classification are ordinarily found only in cabinet-level agencies (where they typically manage a division), statewide elected officials' offices, or larger non-cabinet agencies (where they typically manage a division or serve as the deputy director), since the agency director or oversight board/commission typically serves in this role for smaller non-cabinet agencies (i.e., those with less than 70 permanent, full-time employees).

**Public Service Deputy Director**

Like other executives found in the Public Service Executive class, Public Service Deputy Directors are responsible for the highest level of administrative authority in an agency and engage in strategic and policy matters. They report directly to the agency director, are key members of the director's strategic management team, and determine and develop agency-wide strategy and policy in close conjunction with the director. Public Service Deputy Directors are exclusively found in cabinet-level agencies, where they serve as the agency's deputy director and are therefore responsible for overseeing the work of multiple divisions and supervising multiple division administrators.

*Effective date: 08/25 SA*