OPM 01-63

DATE: October 3, 2001

TO: All Appointing Authorities

FROM: Oscar B. Jackson, Jr., Administrator and
Cabinet Secretary of Human Resources

RE: **Senate Bill 224, Salary Survey of State Agency Administrators**

Senate Bill 224 directs the Administrator of the Office of Personnel Management to conduct a study of the salaries for all agency directors in both appropriated and non-appropriated state agencies. The Office of Personnel Management has contracted with the Hay Group to conduct the study. The study results will be used in determining market rates for the types of services being provided and will compare these salaries with those of persons in comparable positions, in both the public and private sectors.

You are requested to complete the attached survey on your current position as agency Director and return it to this office as soon as possible, but no later than October 13, 2001. This data will then be used to identify similar positions to be surveyed and to prepare a final survey document to be provided to desired participants.

Questions concerning this survey may be referred to Cynthia Clegg, 521-6303, David Hays, 521-6329, or Spencer Anthony, 522-0422.

Agency Director Position Questionnaire

Position Title: Your Name: Length of Time in Present Position:	Date Prepared: Agency:
Signature:	Date:

A. ***DESCRIPTION OF POSITION: Why does your position exist? In no more than two sentences,*** *describe the purpose of your job.*

B. ***WORKING RELATIONSHIPS:*** *Describe the routine contacts you have with other people* *outside* *the organization.*

Contact	***Reason for Contact***	***Frequency***

C. ***MAJOR ACCOUNTABILITIES:*** *List the major activities that you perform, then describe the end results that you are expected to achieve. Typically, the major activities of a position can be expressed in 4 to 8 statements (e.g., "Establish a new quality assurance program for use by my agency"). Also, note the approximate percentage of your time devoted to each (or if you prefer, note the relative importance of each).*

Activity	***End Results Expected/Measures***	***% of Ti***
1.		
2.		
3.		
4.		
5.		
6.		
7.		

8.		

QUANTITATIVE DATA

D. ***PERSONNEL:*** *Indicate the number of employees that you supervise directly and those that are supervised through your subordinates (indirectly). For each category, state the annual payroll. Do not include benefits.*

Personnel Supervised	***Direct***	***Indirect***	***Total***	***Annual Payroll***
Unclassified				*$*
Classified				*$*
Total				*$*

E. ***OPERATING BUDGETS:*** *Indicate the total annual operating budgets for your agency (include payroll):*

F. ***OTHER QUANTITATIVE MEASURES:*** *Indicate below other quantitative measures which indicate the scope of your position. State all measures on an annual basis. Examples include: # and $ value of projects supervised, financial or capital expenditure plans created and overseen, physical inventory managed, etc.*

ITEM	***Quantity (if applicable)***	***Dollar Value (if applicable)***

G. ***ORGANIZATION:*** *Please attach an organizational chart for the agency. Ideally, each chart will include unit titles, position titles, and an indication of # of employees. If current charts are not available, please draw rough approximations.*

H. ***PRINCIPAL CHALLENGES****: Describe the most complex and difficult challenges you face in your position.*

I. ***FUNCTIONAL GUIDANCE****: List positions, boards, or commissions that provide you with guidance. Briefly discuss the nature and purpose of that guidance.*

J. ***DECISIONS****: Describe typical decisions that you are required to make, and what type of decisions you refer to others.*

Decisions you make:
Decisions you refer to others:

K. ***KNOWLEDGE AND SKILLS:*** *List the experience, education, knowledge and skills required for effective functioning in this job.*

List the knowledge, skills, experience and licenses preferred or required to perform the job in a fully competent manner. Do not describe your personal education and/or training and/or job experiences unless they directly relate to the job.

Minimum Education, Training and Experience Required for the Position:

	List special technical, academic or other knowledge required as a minimum qualification in this job.		Describe how much and what type of additional work experience is required as a minimum for this job.
1.		1.	
2.		2.	
3.		3.	

Preferred Skills, Knowledge and Experience:

	Describe special technical, academic or other knowledge preferred in this job.		Describe how much and what type of additional work experience is preferred by someone in this job.
1.		1.	
2.		2.	
3.		3.	

Describe any license, registration, or certification required to perform this job.

1.	
2.	

L. ***FINAL COMMENTS****: Describe anything else that will help us understand the nature and scope of your position.*

GUIDE TO THE COMPLETING THE AGENCY DIRECTOR'S POSITION QUESTIONNAIRE

This questionnaire will aid you in describing your present position in terms of duties, responsibilities and other requirements. Your position should be described in a clear, concise manner so that someone unfamiliar with your position will be able to understand what is done, how it is done and why it is done, simply by reading the position questionnaire.

Complete this form as carefully and thoroughly as possible. Describe your position as it is right now. Any questions you have regarding the completion of this questionnaire should be directed initially to Cynthia Clegg, Deputy Administrator, Office of Personnel Management, who, if she is unable to answer your question, will then contact the Hay Group consulting team.

The instructions below are presented according to the specific sections contained in the questionnaire. The examples given are general in nature and do not necessarily pertain to State Government positions. Please print or type your responses.

GENERAL HEADING INFORMATION

Fill in heading information including your name, your position title, your agency name, your length of time in your present position and today's date.

A. DESCRIPTION OF POSITION

The purpose section should be a brief statement indicating the reason for the existence of your position. You should be able to state the purpose of your position in one, but not more than two sentences.

B. WORKING RELATIONSHIPS

This describes the type of contact you have with external organizations why you have contact with them and how frequently you have contact with them.

Contact	***Reason for Contact***	***Frequency***
Senior Management Team	*Discuss progress against project objectives; prepare financial plans; gain sign-off on major initiatives/purchases*	*Twice a month*
Director of Business Operations	*Guidance; strategizing; networking; etc.*	*Weekly*
Project Managers	*Manage projects; ensure needs are met; ensure projects/services are delivered to their satisfactions; discuss potential sales*	*Daily*
Vendors	*Check on new products; verify product capabilities*	*As needed*

C. MAJOR ACCOUNTABILITIES

List the 4 to 8 specific major activities in order of importance. Keep in mind this in not a list of tasks, but major accountabilities for which you are held accountable at the end of the year.

1. Think through all the activities that are necessary to fulfill your job requirements. It is possible that an extended period of time, perhaps a year or longer, must be considered to include some important activities performed only occasionally.
2. Divide your position (including special assignments and irregular duties) into separate activities.
3. Describe, in order of importance, each activity in three parts. Write a clear, concise, but complete description of each activity. Start the description with an active verb which is specific, not general. For example, use words like "Direct," "Analyze," "Prepare," etc. A glossary of word definition is attached to assist you in selecting the most appropriate descriptor. Each major activity must consist of three parts: (a) what you do; (b) how you do it; and (c) how frequently you do it (as a percentage of time-the percentages should add to 100%).
4. Make each activity understandable to others who will read it who may not be familiar with your position.
5. An example is as follows:

Activity	***End Results Expected/Measures***	***% of Time***
9. Direct and coordinate the Agency's payments to all vendors.	Supervise the distribution and processing of transactions and expenses to the appropriate cost center and the routing of transactions for approval; supervise the maintenance of vendor lists; accurately reflect expenses incurred in monthly financial statements in order to ensure the timely and accurate processing of accounts payable invoices.	Daily - 25% of the time

QUANTITATIVE DATA

D. PERSONNEL

This section provides a measure to the scope of your accountability to manage the work of others. List the number of employees that report directly to you as well as the number of employees that report into your direct reports. Indicate the total number of employees under both direct and indirect supervision and state the total annual payroll (excluding overtime) for which you are responsible. An example is as follows:

Personnel Supervised	Direct	Indirect	Total	Total Annual Payroll
Unclassified	5	0	5	$300,000
Classified	1	75	76	$2,100,000
TOTAL	6	75	81	$2,400,000

E. OPERATING BUDGET

Indicate the total operating budget that you control, on an annual basis.

F. OTHER QUANTITATIVE MEASURES

Indicate the applicable unit measures that will best describe your position. State all measures on an annual basis. For example:

ITEM	AMOUNT
Agency Budget	$5,000,000
Number of Employees	750

The following measures, by type of position, are some examples to be considered when completing the above Quantitative Data section:

Agency Operations Positions – Agency/Department budget, personnel budget, geographic area covered.

Personnel Positions - Number and type of employees hired annually, number/types of training programs, number of applicants interviewed, etc.

Purchasing Positions - Number and types of different items purchased, number of purchase orders processed, etc.

Engineering and Construction Positions - Capital budget, dollar value of contracts, annual cost of project(s), value of purchases specified.

Project Oriented Positions – Capital budget, dollar value of contracts, annual cost of project(s), value of purchases specified.

Customer Service Positions - Number of responses to customer inquiries, number of customer accounts, etc.

Indicate any other scope measurements pertinent to your job. These could include dollar measures (such as sales volume, capital expenditures, software development costs, research and development budget, value of accounts payable and receivable, etc.) or any other measures as appropriate.

G. ORGANIZATION

By attaching a current organization chart, you provide us with an "at a glance" picture of your organization, reporting relationships, and subordinate personnel. If possible, in one sentence briefly indicate the basic foundation of each type of subordinate position.

H. PRINCIPAL CHALLENGES

List the most typical and most complex problems that you solve along with the various long- and short-term challenges of your position.

1. Review daily activities to define the most typical problems that you encounter. Also, think over the past year to determine the one or two most difficult problems that you faced.

2. What are your six-twelve month challenges? What are the most significant challenges for your position that you expect over the next one to three years?

> EXAMPLE: Frequently changing Federal legislation and programs means that the Health programs at the State level have to be under constant review and change frequently.

I. FUNCTIONAL GUIDANCE/OVERSIGHT

List the title of any position, board, or commission, which gives you functional guidance or oversight, and a brief description of the nature of that guidance or oversight.

J. DECISIONS

Describe the typical decisions that you are asked to make and those that you refer to others for resolution. Include authority for expenditure approval, modifying policy and procedure, administrative matters, and personnel.

K. KNOWLEDGE AND BACKGROUND REQUIREMENTS

List the knowledge, skills, experience and licenses preferred or required to perform the job in a fully competent manner. Do not describe your personal education and/or training and/or job experiences unless they directly relate to the job. Do not overstate the job requirements.

An example of an acceptable listing of knowledge and skills is listed below:

	List special technical, academic or other knowledge required as a minimum qualification in this job.		Describe how much and what type of additional work experience is required as a minimum for this job.
1.	Accounting theory and principles	1.	1-2 years in accounting position
2.	Analytical skills to identify errors	2.	Previous audit and budget experience
3.	Supervision and Management principles	3.	3-5 years Management experience

An example of an acceptable listing of **Preferred** knowledge and skills is shown below:

	Describe special technical, academic or other knowledge preferred in this job.		Describe how much and what type of additional work experience is preferred by someone in this job.
1.	Certified Public Accountant	1.	Industry experience
2.	Negotiation skills to arrange financing	2.	Tax compliance analysis
		3.	Public Sector financial management experience

A listing of any license, registration or certification required to perform this job.

1.	State Bar License
2.	Registered Professional Engineer

L. FINAL COMMENTS

This section, in many positions, need not be completed. However, when completed, an example may include, “Acts as a member of the Governor’s Cabinet in addressing a Statewide 10 year workforce planning initiative”.