



**STATE OF NEVADA**  
**Department of Administration**  
**Division of Human Resource Management**

**CLASS SPECIFICATION**

<u>TITLE</u>	<u>GRADE</u>	<u>EEO-4</u>	<u>CODE</u>
<b>SOCIAL SERVICES MANAGER V</b>	<b>42</b>	<b>A</b>	<b>12.307</b>
<b>SOCIAL SERVICES MANAGER IV</b>	<b>40</b>	<b>A</b>	<b>12.325</b>
<b>SOCIAL SERVICES MANAGER III</b>	<b>39</b>	<b>A</b>	<b>12.326</b>
<b>SOCIAL SERVICES MANAGER II</b>	<b>38</b>	<b>A</b>	<b>12.350</b>
<b>SOCIAL SERVICES MANAGER I</b>	<b>37</b>	<b>A</b>	<b>12.357</b>

**SERIES CONCEPT**

Under general direction, Social Services Managers plan, organize, direct and manage the activities, staff and functions necessary to provide social services in an assigned region or district office and its satellites. Incumbents supervise and evaluate the performance of subordinate supervisors and professional staff and are typically located in the Divisions of Health Care Financing & Policy, Welfare and Supportive Services, Aging Services and Child & Family Services. Social Services Managers implement programs and ensure quality services are delivered in their respective community or region in compliance with applicable laws, regulations, policies and procedures. They may also participate in program planning, development and implementation and represent the division in the community, but the primary purpose of the work is managing service delivery.

Manage the activities and operations of a social services district or regional office and its satellites and ensure division goals are accomplished effectively and efficiently and programs are administered in compliance with applicable regulations and policies; review, interpret and communicate regulations, policies, and procedures to subordinate supervisory staff; develop and revise internal office policies and procedures; integrate operations with other offices or program areas; implement and monitor corrective action plans.

Participate in statewide program planning, development and implementation to ensure responsiveness concerning needs and availability of resources; participate in management meetings to recommend new and revised policies and procedures; implement new programs; review proposed policies and procedures and provide recommendations to administration; compile and report statistical data; advise administration of potential problem areas; solicit service providers; negotiate and/or monitor agreements.

Supervise subordinate supervisors, program and support staff to accomplish the goals of the division; interview applicants and select personnel; ensure appropriate training is provided; delegate authority and responsibility to staff by defining guidelines to accomplish specific assignments; provide counseling, guidance, and motivation; initiate or recommend disciplinary action; establish work performance standards and evaluate performance.

Represent the division in the community to recognize and respond to community needs and concerns; serve as a member of community, private, and public boards; coordinate efforts with various service providers, government officials, professionals, and parents to resolve issues of mutual concern; respond to requests for information from interested parties such as the media, legislators, attorneys, government officials and the general public; respond to client problems and concerns.

Manage financial resources and facilities to ensure efficient operations and compliance with budgetary limitations; develop and submit budget recommendations to division administrators; monitor expenditures; locate, plan and organize office space; establish appropriate safety, security, and emergency measures; arrange for office maintenance and repairs.

Perform related duties as assigned.

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### ALLOCATION OF POSITIONS

Allocation of positions to a level within this series is determined by a review of seven classification factors: nature and complexity of work performed; the knowledge, skills and abilities required; independence/supervision received; scope of responsibility/consequence of error; authority to take action/decision making; and personal contacts necessary to complete the work. Social Services Managers at all levels in the series manage the design, development and evaluation of statewide public assistance and/or social services programs; supervise professional staff which may include licensed professional social workers and nurses; and prepare and monitor budgets. Management responsibilities require frequent and intensive communication with all levels within and outside the organization in order to defend, justify, negotiate and mediate issues.

The programs administered by incumbents in this series vary considerably in scope, complexity and size. In evaluating and allocating positions, consideration is given to the nature and complexity of the services provided; the level and number of subordinate staff supervised directly and indirectly; and the fiscal responsibility for budgets and funds disbursed in entitlement programs. To assist in determining the appropriate level for a position, benchmark descriptions are provided to facilitate comparisons and serve as a representative example of a position at each level.

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### CLASS CONCEPTS

**Social Services Manager V:** Under general direction of an administrator or deputy administrator, incumbents are responsible for several major statewide social services programs and have direct control over program implementation. This level in the series is distinguished from the Social Services Manager IV by the greater complexity of the programs administered; broader scope of responsibility; independence with which positions function; decision-making authority; size of the budget administered; number and level of employees supervised which typically includes several Social Services Manager IV's and III's; and the consequence of actions taken and decisions made that impact several statewide programs such as Temporary Assistance for Needy Families (TANF), Family Medical Coverage (FMC), Food Stamps (FS), Medical Assistance to Aged, Blind and Disabled (MAABD), Employment and Training (ET), Child Care Development Fund (CCDF), Medicaid Estate Recovery, and Investigations and Recovery (I&R).

The primary responsibility at this level is program implementation, and therefore, assignments are broadly stated in terms of program objectives to be met and federal standards of quality, accuracy and timeliness. Incumbents are responsible for planning and organizing work units throughout the State; determining work methods used to produce the desired results; making proper interpretations of law regulations and policies; and overseeing program management. Incumbents are also held accountable for the efficiency and effectiveness of program implementation, long-range planning, expenditure of funds, and problem resolution.

Actions directly affect the content of major agency services provided to citizens of the State. Decisions concern the policies, procedures, and rules by which the programs are administered; the content of supportive programs; short and long-term planning; and the quality, cost, configuration and commitment of resources that may exceed millions of dollars.

**Field Operations Manager:** An example of a Social Services Manager V is a position in the Division of Welfare and Supportive Services which is responsible for the determination of eligibility and employment and training services for State and federal public assistance programs throughout the State which include TANF, MAABD, FMC, FS and CHAP. The incumbent supervises eight subordinate Social Services

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### CLASS CONCEPTS (cont'd)

#### **Social Services Manager V** (cont'd)

Managers and indirectly several hundred paraprofessional and professional employees; resolves all personnel-related activities including hiring new managers, and evaluating the performance of managers; and oversees local office staffing needs by performing staffing analyses on a monthly basis, monitoring and filling vacant positions and recommending resource allocations. The incumbent also monitors critical functions such as application approval and denial rates, booked-out days, overdue case processing, and work participation rates to ensure efficient office operations and compliance with federal regulations and State laws. In addition, the incumbent prepares monthly, quarterly and annual federally mandated reports.

**Social Services Manager IV:** Under general direction, incumbents monitor the day-to-day operation and implementation of several major social services programs in an assigned district or region through several subordinate supervisors. Programs administered at this level are broad and complex such as TANF, MAABD, FMC, FS, E&T and I&R. Services managed at this level require interpretation of rules and regulations and the assessment of conflicting situations, divergent views and data that is complex. Management duties require the resolution of difficult, complex, or sensitive problems through the interpretation or development of policies and procedures.

Actions of managers at this level directly affect the nature, quality and effectiveness of services provided to program clients in the region or district and decisions are not typically reviewed. Managers determine the methods and procedures necessary to provide essential services, and meet established objectives and ensure the quality, quantity, accuracy and timeliness of services in accordance with federal and State rules and regulations.

This level in the series is distinguished from the Social Services Manager III by the greater number of social services programs monitored; number of clients served; scope of services provided; independence with which the positions function; decision-making authority; and the number of employees supervised directly and indirectly.

*Welfare and Supportive Services Division:* An example of a Social Services Manager IV is a position in the Division of Welfare and Supportive Services which manages the Belrose district office and the Cambridge satellite office in Las Vegas. The incumbent is responsible for planning, organizing, directing and coordinating the determination of eligibility for TANF, MAABD (Institutional and Non-Institutional), FS, FMC, and for I&R and E&T functions. The district office serves a large population in a metropolitan area, and the total caseload in this district is approximately twenty thousand. The incumbent supervises eleven Family Services Supervisors and one hundred twenty Family Services Specialists and is responsible for the safety, security and maintenance of facilities and equipment.

**Social Services Manager III:** Under general direction, incumbents exercise direct control over the implementation and provision of social services for a major program such as Medicaid or child welfare services in an assigned region. Services provided by subordinate staff and first-line supervisors are complex and involve significant health and safety issues for clients, and therefore, require professional licensure as a social worker or registered nurse.

Typical work elements involve interpretation and assessment of conflicting situations. Assigned work involves the resolution of difficult, complex or sensitive problems through the interpretation of policies and procedures.

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### CLASS CONCEPTS (cont'd)

#### **Social Services Manager III** (cont'd)

Managers at this level must have knowledge of management and supervisory principles and practices sufficient to determine duties and responsibilities of subordinate supervisory and professional staff; organize work units; and develop work plans, goals and objectives. Incumbents coordinate the activities of subordinate supervisors and professional work units; supervise and evaluate the performance of supervisors and professional staff; implement corrective action and discipline; and ensure compliance with standards of quality, quantity, timeliness and cost in accordance with federal regulations and State laws.

This level in the series may also be used for positions that have statewide management responsibility for a large program serving a broad-based population. Services are provided by paraprofessional staff who are located in multiple locations and who report to the manager through lower level managers and/or first-line supervisors. Incumbents are responsible for ensuring service goals and objectives are met; proper implementation of new or revised policies, procedures and requirements; provision of services in a consistent, efficient and effective manner; and the effective use of human and financial resources.

*Regional Office Manager:* An example of a Social Services Manager III is a position in the Division of Health Care Financing & Policy that is responsible for administering Medicaid programs in the southern region of the State. The programs managed include Maternal Obstetrical Management Services (MOMS), Disabled Waiver, Managed Care, Transportation, Healthy Kids, Rehabilitation Case Management Services (RECAMS), Katie Beckett Personal Care Aid, Community Placement Initiative, Facility Review, Adult Day Care, and Hearings.

The incumbent directs overall program operations within the region which covers all of Las Vegas and the surrounding counties; coordinates, monitors and evaluates services provided to Medicaid recipients and prepares various reports; ensures division goals are accomplished effectively and efficiently and in compliance with federal and State rules and regulations; supervises three Health Care Coordinator IV's, and indirectly three Health Care Coordinator III's, twenty-three Health Care Coordinator II's, three Family Services Specialist II's, and nine Administrative Assistants.

*Child Support Enforcement:* Another example of a position at this level is the manager of field operations in the child support enforcement program. The incumbent has statewide management responsibility for all offices in which support enforcement services are provided by paraprofessional staff. Support enforcement services include locating absent parents; establishing paternity if necessary; determining financial responsibility for child support; and initiating administrative and/or judicial procedures for enforcement of court orders.

The incumbent supervises two subordinate Social Services Managers and a Social Services Specialist, and indirectly, forty paraprofessionals and support staff as well as individuals employed by counties who also provide child support enforcement services.

**Social Services Manager II:** Under general direction, incumbents manage social services provided at the regional or district level. Managers at this level must supervise subordinate supervisors; coordinate activities of staff through subordinate supervisors; evaluate performance of supervisors; implement corrective action and discipline; ensure compliance with standards of quality, quantity, timeliness and cost; and make recommendations concerning hiring, disciplinary action and termination of staff.

This level in the series is distinguished from the Social Services Manager I by the greater complexity of the program administered such as the Community-Based Care program for the elderly; scope of services

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**CLASS CONCEPTS (cont'd)**

**Social Services Manager II** (cont'd)

provided; independence with which positions function; the number and level of employees supervised directly and indirectly; and the consequence of actions taken and decisions made.

*District Office Manager:* An example of a position at this level is the manager of Community-Based Care programs in the Division for Aging Services. The incumbent manages the community home-based care program and allied services such as personal care, adult day care, personal emergency response, adult companion, family support services, respite, and nutrition therapy services in the southern region comprising approximately one-third of the State. The incumbent interprets and implements program policies and procedures and supervises a staff that includes four Social Work Supervisors, eighteen Social Workers, and three clerical staff.

**Social Services Manager I:** Under general supervision, incumbents manage social services provided at the local level and may be responsible for the development of policies and procedures for a narrowly focused program. Some positions, in addition to managing service delivery, have responsibility for program development to include developing policies and procedures that directly affect implementation of the program. Managers at this level must have general knowledge of management and supervisory principles and practices sufficient to determine duties and responsibilities of subordinate professional positions, organize work units and develop overall work plans, goals and objectives. Incumbents supervise subordinate supervisors and/or professional staff.

Incumbents at this level establish priorities, identify appropriate processes, and complete work according to established procedures and a variety of rules and regulations directly pertinent to the assigned social services program. Work is reviewed to ensure conformance to established standards of quality, applicable regulations, and general acceptability. Incumbents have authority to make recommendations concerning hiring, disciplinary action and termination of staff, but the final decision is made by a higher-level manager. Incumbents may also expend funds for work unit supplies, parts and equipment, and other materials within clearly established guidelines and regulations.

*Aging and Disability Services Division:* An example of a Social Services Manager I is a position in the Division for Aging and Disability Services that oversees the Elder Protective Services (EPS) program. The incumbent manages the program statewide and oversees the work of the supervisors, professional staff and clerical staff assigned to collect, record and investigate reports of elder abuse, neglect, exploitation and isolation. This position is responsible for program compliance with State laws, program development including policies and procedures, staff training, data management, quality assurance and representing the EPS Program through out the State.

The incumbent directly supervises two Social Work Supervisors and one Administrative Assistant I, and indirectly, fourteen Social Workers and five Administrative Assistants statewide.

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**MINIMUM QUALIFICATIONS**

**SPECIAL REQUIREMENT:**

- \* Some positions require professional licensure or certification in a social or medical specialty issued by the appropriate licensing board in the State of Nevada, which will be identified at the time of

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### MINIMUM QUALIFICATIONS (cont'd)

#### SPECIAL REQUIREMENT: (cont'd)

recruitment. Incumbents must maintain professional licensure or certification in their specialty for continuing employment.

#### SOCIAL SERVICES MANAGER V

**EDUCATION AND EXPERIENCE:** Bachelor's degree from an accredited college or university in social work, health or social science, public administration or related field and five years of progressively responsible experience implementing social service programs; coordinating program activities with officials and representatives of other agencies; interpreting and applying complex federal regulations, technical journals, and legislative studies; writing program policies, procedures and reports; conducting research and preparing recommendations for management. Two years of the experience must have been at a managerial level which included the supervision of subordinate supervisors; **OR** an equivalent combination of education and experience. *(See Special Requirement)*

**ENTRY LEVEL KNOWLEDGE, SKILLS, AND ABILITIES** (required at time of application):

**Detailed knowledge of:** federal regulations and State laws regarding assigned programs; principles and practices of management and supervision; management of social services programs provided in multiple offices. **Ability to:** coordinate the functions of multiple offices; encourage staff to provide excellent customer service and quality case management; review and prepare reports to management; evaluate the effectiveness of service delivery and identify critical success variables to produce desired client outcomes; *and all knowledge, skills and abilities required at the lower levels.*

**FULL PERFORMANCE KNOWLEDGE, SKILLS, AND ABILITIES** (typically acquired on the job):

**Working knowledge of:** current and accepted administrative principles and techniques applied to planning, organizing and directing social services programs. **Skill in:** managing statewide programs; coordinating the functions of district offices statewide. **Ability to:** establish staffing patterns and ratios and monitor critical statewide office functions; establish goals and objectives for statewide social services and programs.

#### SOCIAL SERVICES MANAGER IV

**EDUCATION AND EXPERIENCE:** Bachelor's degree from an accredited college or university in social work, health or social science, public administration or related field and four years of supervisory experience in the implementation of social services programs; directing the operation of a program unit; coordinating program activities with officials and representatives of other agencies; interpretation and application of complex federal regulations; and writing program policies, procedures, and reports; **OR** an equivalent combination of education and experience. *(See Special Requirement)*

**ENTRY LEVEL KNOWLEDGE, SKILLS, AND ABILITIES** (required at time of application):

**Working knowledge of:** methods and techniques of efficient administration of a large, multi-program social services office. **Skill in:** planning, coordinating and supervising complex social services programs; evaluating the work performed by staff to ensure compliance and adherence to federal regulations and State and agency policies, standards, and procedures; determine appropriate caseload size in terms of the number

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### MINIMUM QUALIFICATIONS (cont'd)

#### SOCIAL SERVICES MANAGER IV (cont'd)

##### ENTRY LEVEL KNOWLEDGE, SKILLS, AND ABILITIES (cont'd)

of cases and staff supervised. **Ability to:** set priorities to accurately reflect the needs and requirements of social services programs; organize staff and community resources to meet program requirements; administer the budget; organize, coordinate and manage the operations and activities of a multi-faceted social services program; *and all knowledge, skills, and abilities required at the lower levels.*

##### FULL PERFORMANCE KNOWLEDGE, SKILLS, AND ABILITIES (typically acquired on the job):

**Working knowledge of:** State statutes, federal regulations, program manuals, and automated systems; development and implementation of program policies and procedures; organizational processes/units interface and integration; litigation and court decisions impacting assigned program(s); divisional goals, objectives, policies and procedures. **Ability to:** forecast program and community needs and develop plans to meet those needs; manage contracts and agreements; mediate between contending parties such as clients, staff, legal services, contractors and the agency; modify or adapt program policies and procedures to meet workload demands or unusual circumstances such as atypical caseload growth or loss of funding.

#### SOCIAL SERVICES MANAGER III

**EDUCATION AND EXPERIENCE:** Bachelor's degree from an accredited college or university in social work, health or social science, public administration or related field and three years of supervisory experience in the implementation of social services programs; directing the operation of a program unit; coordinating program activities with officials and representatives of other agencies; interpretation and application of complex federal regulations; and writing program policies, procedures, or reports; **OR** an equivalent combination of education and experience. (*See Special Requirement*)

##### ENTRY LEVEL KNOWLEDGE, SKILLS, AND ABILITIES (required at time of application):

**Knowledge of:** methods and techniques of efficient administration of a large, multi-program office. **Working knowledge of:** principles and practices of management and supervision; federal and State laws and regulations governing social and health care services; quality management principles; effective change management; effective management practices including budget development, resource allocation and personnel administration. **Ability to:** review and analyze legislative documents and correspondence; sell or promote ideas, programs, policies, and procedures to staff, administration, legal entities, and the public; formulate policies, program decisions, contracts and staffing; coordinate the work of a number of diverse work units using leadership, communication and negotiation skills; define cause and effect relationships in areas of program compliance; develop and manage a complex budget; *and all knowledge, skills, and abilities required at the lower levels.*

##### FULL PERFORMANCE KNOWLEDGE, SKILLS, AND ABILITIES (typically acquired on the job):

**Working knowledge of:** State statutes, federal regulations, program manuals, and automated systems to interpret, analyze, and direct the development and implementation of program policies and procedures; organizational unit interface and integration; general and State-specific principles and practices of budgeting and accounting; services, roles and responsibilities of human service agencies at local, regional and national levels; litigation and court decisions impacting assigned program(s) to develop, maintain, update or defend existing policies or procedures; agency policies and procedures; State rules for personnel administration; the State legislative process; divisional goals, objectives, policies and procedures. **Ability to:** forecast program and community needs and develop plans to meet those needs; manage contracts and agreements; mediate between contending parties such as clients, staff, legal services, contractors and the agency; modify or adapt

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### MINIMUM QUALIFICATIONS (cont'd)

#### SOCIAL SERVICES MANAGER III (cont'd)

##### FULL PERFORMANCE KNOWLEDGE, SKILLS, AND ABILITIES (cont'd)

program policies and procedures to meet workload demands or unusual circumstances such as atypical caseload growth or loss of funding.

#### SOCIAL SERVICES MANAGER II

**EDUCATION AND EXPERIENCE:** Bachelor's degree from an accredited college or university in social work, health or social science, public administration or related field and two years of supervisory experience in the implementation of social services programs; interpretation and application of complex federal regulations; and writing program policies, procedures, and reports; **OR** an equivalent combination of education and experience. (*See Special Requirement*)

##### ENTRY LEVEL KNOWLEDGE, SKILLS, AND ABILITIES (required at time of application):

**Detailed knowledge of:** social services casework principles, techniques, and practices. **Working knowledge of:** principles and practices of supervision; statutes and regulations governing social services programs; services, roles, and responsibilities of other human service agencies; policies, practices, procedures and eligibility requirements related to social services and programs. **General knowledge of:** legal and philosophical basis for social services programs; principles for administration of social services. **Ability to:** establish work priorities and delegate assignments; train, supervise and evaluate the performance of professional and paraprofessional staff; develop standards, policies and procedures for implementation of programs and office operations; interpret and apply established policies, regulations and standards to social services and programs; establish and maintain cooperative working relationships with agency staff, representatives from other agencies, government officials, and professionals in the community; interact with persons of various social, cultural, economic, and educational backgrounds for the purpose of providing assistance or services; read and interpret program related materials such as policy manuals, federal regulations and State statutes; mediate and negotiate between contending parties; analyze information, issues, problems and objectives; identify relevant concerns or factors, formulate logical and objective conclusions, and recognize alternatives and their implications; organize material, information and staff in a systematic way to meet objectives and optimize program effectiveness and efficiency. **Skill in:** writing grammatically correct business correspondence and reports; *and all knowledge, skills and abilities required at the lower level.*

##### FULL PERFORMANCE KNOWLEDGE, SKILLS, AND ABILITIES (typically acquired on the job):

**Working knowledge of:** State and agency administrative policies and procedures. **Ability to:** manage resources, space and equipment including developing utilization plans and justifying new office locations; calculate statistical data to plan for staff and program needs, prepare a budget and analyze program effectiveness; establish program goals and objectives for the assigned office; develop standards, policies and procedures for implementation of programs and office operations; make oral group presentations to provide information or persuade others to accept a specific action; develop control systems, identify case trends, and organize staff and community resources to meet client needs; establish, maintain, and implement plans for delivery of emergency services.

#### SOCIAL SERVICES MANAGER I

**EDUCATION AND EXPERIENCE:** Bachelor's degree from an accredited college or university in social work, health or social science, public administration or related field and two years of professional

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### MINIMUM QUALIFICATIONS (cont'd)

#### SOCIAL SERVICES MANAGER I (cont'd)

##### EDUCATION AND EXPERIENCE (cont'd)

experience in the field of social services involving collecting and documenting detailed information, making determinations regarding requests for services, interpreting and applying State and federal regulations, and writing case summaries and reports. In addition, one year of the above experience must have been at the supervisory level; **OR** an equivalent combination of education and experience. (*See Special Requirement*)

##### ENTRY LEVEL KNOWLEDGE, SKILLS, AND ABILITIES (required at time of application):

**General knowledge of:** principles and practices of training and supervision; federal and State laws and regulations governing social and health care services; current social and economic trends impacting eligibility for social services and programs; philosophy and purpose of social services programs; effective change management; quality management principles. **Ability to:** establish and maintain cooperative working relationships with direct and indirect reporting staff, peers, administrators, legal entities, federal officials, other agencies and businesses; modify and/or adapt policies, procedures or methods to ensure program compliance and avoid federal penalties; define problems and identify relevant concerns to formulate logical and objective solutions; negotiate and exchange ideas, information and opinions with others to formulate policy recommendations; establish work priorities, delegate assignments, train, motivate, and supervise staff; write concise, logical, and grammatically correct analytical reports, correspondence and program documents; make oral presentations to persuade others to accept a specific opinion or achieve consensus, and to explain and/or promote ideas, procedures, policies, and actions; read and interpret complex legal documents such as federal and State laws, court decisions and attorney general opinions; organize materials, information, and staff in a systematic way to meet objectives and optimize program effectiveness and efficiency; analyze information and statistical reports to plan for staff, program needs, budget preparation and to determine program effectiveness.

##### FULL PERFORMANCE KNOWLEDGE, SKILLS, AND ABILITIES (typically acquired on the job):

**Detailed knowledge of:** federal and State laws and regulations which govern assigned programs; goals, objectives and federal guidelines for assigned social service program(s); department, division, and unit goals, systems, programs, and policies related to the program assignment. **Working knowledge of:** principles and practices of social services administration; State and agency administrative regulations, policies, and procedures; methods of program administration, program terminology, and acceptable program practices. **General knowledge of:** State budgeting and accounting practices. **Ability to:** accurately evaluate program effectiveness and accountability and recommend improvements; identify training and education needs and available resources that are applicable and effective. **Skill in:** financial analysis and planning and budget administration.

This class specification is used for classification, recruitment and examination purposes. It is not to be considered a substitute for work performance standards for positions assigned to this class.

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ESTABLISHED:	12/16/76	6/1/69	7/1/93P 11/6/92PC	6/1/69	6/1/69
REVISED:		1/5/73		1/5/73	1/5/73
REVISED:		12/16/76		12/16/76	12/16/76
REVISED:					6/19/76-3
REVISED:				9/20/77	
REVISED:	6/19/78-3	6/26/78-3		6/19/78-3	
REVISED:		8/13/81-3		8/13/81-3	8/13/81-3

<b>SOCIAL SERVICES MANAGER V</b>	<b>42</b>	<b>A</b>	<b>12.307</b>
<b>SOCIAL SERVICES MANAGER IV</b>	<b>40</b>	<b>A</b>	<b>12.325</b>
<b>SOCIAL SERVICES MANAGER III</b>	<b>39</b>	<b>A</b>	<b>12.326</b>
<b>SOCIAL SERVICES MANAGER II</b>	<b>38</b>	<b>A</b>	<b>12.350</b>
<b>SOCIAL SERVICES MANAGER I</b>	<b>37</b>	<b>A</b>	<b>12.357</b>

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	<u>12.307</u>	<u>12.325</u>	<u>12.326</u>	<u>12.350</u>	<u>12.357</u>
REVISED:		9/14/89R 10/19/90PC			
REVISED:	7/1/93P 11/6/92PC	7/1/93P 11/6/92PC		7/1/93P 11/6/92PC	7/1/93P 11/6/92PC
REVISED:	11/17/93UC		11/17/93UC		11/17/93UC
REVISED:		5/5/97UC			
REVISED:	5/19/98R 5/28/99UC	5/19/98R 5/28/99UC	5/19/98R 5/28/99UC	5/19/98R 5/28/99UC	5/19/98R 5/28/99UC
REVISED:	1/14/00R 7/27/00UC	1/14/00R 7/27/00UC			
REVISED:	7/1/03P 10/14/02PC	7/1/03P 10/14/02PC	7/1/03P 10/14/02PC	7/1/03P 10/14/02PC	7/1/03P 10/14/02PC
REVISED:	7/1/05LG	7/1/05LG	7/1/05LG	7/1/05LG	7/1/05LG
REVISED:					12/7/09UC
REVISED:					5/9/12UC