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DEPARTMENT OF ADMINISTRATION
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MEMORANDUM
HR#51-19 REVISED

October 28, 2019

TO: DHRM Listserv Recipients

FROM: Peter Long, Administrator *Peter Long*
Division of Human Resource Management

SUBJECT: REVISED PROPOSED CLASSIFICATION CHANGES – ESD MANAGER SERIES

Attached are revised proposed classification changes for your information pursuant to NRS 284.160, subsections 3 through 5. If you have any comments or objections regarding these changes, please send your written notification to Deputy Administrator Beverly Ghan at bghan@admin.nv.gov no later than November 27, 2019.

If no written objections are received in this office by November 27, 2019, action will be taken to effect the changes and a report will be made to the Personnel Commission.

Attachments

NOTICE OF PROPOSED CLASSIFICATION CHANGES

Number: Posting #03-20
Posting Expires: November 27, 2019

Per NRS 284.160, the Administrator may make a change in classification without the prior approval of the Commission. The following change(s) are proposed:

CURRENT				PROPOSED			
CODE	TITLE	GRADE	EEO-4	CODE	TITLE	GRADE	EEO-4
12.136	ESD Manager IV	41	A	<i>12.136</i>	<i>ESD Manager IV</i>	<i>41</i>	<i>A</i>
12.137	ESD Manager III	39	A	<i>12.137</i>	<i>ESD Manager III</i>	<i>39</i>	<i>A</i>
12.138	ESD Manager II	37	A	<i>12.138</i>	<i>ESD Manager II</i>	<i>37</i>	<i>A</i>
12.139	ESD Manager I	36	A	<i>12.139</i>	<i>ESD Manager I</i>	<i>36</i>	<i>A</i>

Basis for Recommendation

At the request of the Department of Employment, Training & Rehabilitation (DETR), Employment Security Division, a review of the minimum qualifications of the ESD Manager series was completed.

In consultation with Subject Matter Experts from DETR and analysts within the Division of Human Resource Management (DHRM), it is recommended that changes be made to the Education & Experience section of the minimum qualifications, at every level in the series, to clarify the education and experience required of each class.

In addition, equivalent education was included, at every level in the series, to account for either a Bachelor's degree or high school or equivalent education. Furthermore, an equivalency was added at the ESD Manager IV to account for experience at the ESD Manager II and at the ESD Manager III to account for experience at the ESD Manager I.

Furthermore, minor changes were made to the Entry Level Knowledge, Skills and Abilities at the ESD Manager II, III and IV to account for these changes.

Lastly, several Informational Notes were added to the minimum qualifications to clarify that some positions may be required to have a pre-employment background investigation, specific experience related to the program area and may be required to travel. These requirements will be identified at the time of recruitment.

These changes will create a more robust pool of both internal and external applicants, as well as, allow for upward progression of internal candidates who otherwise would not be eligible as a result of either geographical location and/or the type of services offered at branch/satellite offices.

Throughout the review, management staff within DETR and analysts within DHRM participated by offering recommendations and reviewing changes as the process progressed and they support the recommended changes.

Changes to the class specification are noted as follows: additions in blue and deletions in red.

The formal recommendations and specifications are on file with the Division Administrator, Human Resource Management. To view a copy in Carson City, go to 209 East Musser Street, Suite 101; in Las Vegas, go to 555 East Washington Avenue, Suite 1400. You may also view the recommendations and specifications online at hr.nv.gov/Sections/Classification/Proposed_Classification_Changes/. For additional information call (775) 684-0130.

Objections to the proposed change(s) must be received in writing by November 27, 2019. Objections should be addressed to Beverly Ghan, Deputy Administrator, Compensation, Classification and Recruitment

Section of the Division of Human Resource Management, 209 East Musser Street, Suite 101, Carson City, Nevada 89701-4204.

POSTING DATE: October 28, 2019



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>
ESD MANAGER IV	41	A	12.136
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SERIES CONCEPT

Employment Security Division (ESD) Managers plan, organize, coordinate and manage the operations and services provided to customers at one or more workforce investment and/or unemployment insurance offices; participate in planning and developing service delivery strategies and ensure implementation in accordance with applicable laws, regulations, policies and procedures; represent the agency in the community; and supervise subordinate managers, supervisors and/or professional staff.

Direct overall service delivery and operations in assigned local, regional or statewide unit offices and ensure division goals are accomplished effectively, efficiently, and within applicable laws, regulations and policies; develop and revise office policies and procedures; monitor and evaluate office activities to ensure appropriateness and quality of service, program compliance and efficient work flow; resolve complaints in a diplomatic, professional manner; coordinate and integrate operations with other offices, program areas or workforce investment partners; recommend, implement and monitor plans for improvement.

Compile and submit a variety of reports to management regarding staff, production and special projects; evaluate the timeliness, customer service and quality of work performed in the office, teams or unit; work with data processing and program support staff to identify and resolve issues; recommend and implement corrective action to meet designated goals and objectives; direct staff in program implementation; disseminate and interpret policies and procedures to ensure consistent application of federal and State program standards.

Participate in statewide service delivery planning, development and implementation to ensure program responsiveness to customer needs within available resources; implement new program services and provide feedback regarding proposed changes; compile, analyze and report statistical data; advise administration of potential problem areas; participate in the development of Nevada's workforce investment system.

Supervise subordinate managers, supervisors or professional staff as assigned; participate in employee interviews and recommend selection of personnel; ensure appropriate training is provided; prepare training materials and conduct group training in areas of expertise; delegate authority and responsibility to staff; review and approve work performance standards; write and conduct performance evaluations; review and approve training and performance evaluations written by subordinate supervisors; recommend and initiate disciplinary action; represent the agency in grievance proceedings for office or unit employees; assess staffing needs and re-assign and provide justification for additional staff.

Develop and justify budget recommendations for the office, unit or teams and submit to division administration; monitor financial resources to ensure compliance with budgetary limits; approve expenditures and submit to administration for payment.

Serve as facility manager responsible for the physical condition of the office; locate, plan and organize office space; establish and ensure implementation of appropriate safety and security measures; arrange for building and equipment maintenance and repairs.

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SERIES CONCEPT (cont'd)

Oversee and coordinate all customer services provided in a local office by employees of the division, workforce investment partners, volunteers and students in training.

Under workforce investment, serve as the division representative in the community to recognize and respond to community needs and concerns; serve on community, private, employer, and public boards and commissions and economic development agencies; coordinate efforts and services with area service providers, government agencies, educational institutions and other partners to provide rapid response and comprehensive services to customers; resolve all complaints concerning employees or services provided in the office by ESD employees and workforce partners; coordinate and implement office policies that all partners agree upon to ensure efficient and effective operation; ensure the office meets workforce investment system goals to provide seamless services between mandatory partners with varying eligibility requirements and performance measures.

Evaluate staffing on telephone queue lines in an unemployment insurance operations center and make ongoing adjustments to work assignments to ensure adequate coverage and minimize customer wait time; respond to the Board of Review regarding contested Hearings Officer decisions.

Perform related duties as assigned.

CLASS CONCEPTS

ESD Manager IV: Under administrative direction of the Administrator or Deputy Administrator, ESD, incumbents plan, organize, coordinate and manage multiple services, programs and activities associated with the operation of workforce investment offices and unemployment insurance programs. Responsibilities include all facets of service delivery for re-employment and training programs, employer services and unemployment insurance services.

Incumbents provide overall supervision to managers in assigned offices, programs and services; identify parameters under which offices function and optimum methods of operation; ensure appropriate methods for resolving problems; review operational status of programs in each office, identify performance deficiencies, and implement corrective action plans that ensure compliance with policies, directives and procedures.

They also analyze and evaluate the impact of mandated program changes and make recommendations for successful implementation; facilitate and direct implementation of new programs; request information and analysis from support services sections to assist in problem identification and resolution; allocate staffing resources, training and capital to provide optimal service throughout the region; publish directives regarding goals, program objectives, minimum work standards and work processes to ensure compliance with laws, regulations and requirements.

Positions with the additional responsibility of managing a program support services unit establish, implement and monitor the accomplishment of program goals and objectives statewide; direct the development of statewide plans, policies, procedures, and support systems for the program; analyze changes required to computer and accounting systems and establish priorities for system work requests; oversee the development of new or revised policies and procedures and secure administrative approval; render decisions on exceptional cases or unusual operational issues; monitor program quality and compliance through results of on-site visits.

This level is distinguished from the ESD Manager III by supervision of subordinate managers and either regional responsibility for all facets of program implementation and service delivery for multiple large, complex programs comparable to the size, complexity and scope of both unemployment insurance benefit and workforce investment programs, or statewide responsibility for development, implementation and service delivery which includes management of the program's support services for a large, complex program comparable to the unemployment

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CLASS CONCEPTS (cont'd)

ESD Manager IV: (cont'd)
insurance tax contributions program.

ESD Manager III: Under general direction of an ESD Manager IV, incumbents at this level manage the delivery of unemployment insurance services in a large operations center and supervise subordinate ESD managers, or they manage multiple large, full-service workforce investment offices which provide extensive employer and community outreach services and supervise subordinate supervisors. Incumbents ensure the achievement of mandated goals and objectives for assigned offices in accordance with the Workforce Innovation and Opportunity Act.

This level is distinguished from ESD Manager II positions by responsibility for either management of multiple, large, full-service workforce investment offices or supervision of subordinate ESD Managers located in a large operations center.

ESD Manager II: Under general direction, incumbents at this level manage the delivery of unemployment insurance or workforce investment services in a large office or a statewide program with regional offices and supervise a staff which typically includes at least one subordinate supervisor, or an extensive staff involved in employer and community outreach.

This level is distinguished from ESD Manager I positions by responsibility for supervision of a larger and higher-level staff. ESD Manager II's are either responsible for management of an office that provides a greater diversity of program services, serves a larger population of customers, and has larger budgets; or they manage the statewide delivery of services for a single program with the scope and complexity comparable to unemployment insurance benefit payment control or benefit accuracy measurement.

ESD Manager I: Under general direction, incumbents at this level perform the full range of duties described in the series concept and manage the delivery of workforce investment services in a small office serving a limited number of employers and job seeking customers and supervise a staff of interviewers and program representatives. The office or facility is shared with representatives of the workforce investment system and community partners and typically serves a multi-county, rural area. Incumbents have responsibility for coordinating delivery of service by all partners and ensuring the safety, health and welfare of all occupants.

MINIMUM QUALIFICATIONS

INFORMATIONAL NOTES:

- * *Some positions may require a preemployment background investigation, which will be identified at the time of recruitment.*
- * *Some positions may require additional experience relevant to the applicable program area at the time of application, which will be identified at the time of recruitment.*
- * *Some positions are required to travel as a condition of employment and will be identified at the time of recruitment.*
- * *Some positions require a valid driver's license, or equivalent mobility, at the time of application and as a condition of continuing employment.*

ESD MANAGER IV

EDUCATION AND EXPERIENCE: Bachelor's degree from an accredited college or university in business, ~~finance,~~ public administration or related field and ~~four~~ *three* years of ~~professional and~~ managerial experience which included ~~managing~~ *overseeing* diverse programs and functions of an office with a large

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MINIMUM QUALIFICATIONS (cont'd)

ESD MANAGER IV (cont'd)

EDUCATION AND EXPERIENCE: (cont'd)

staff or offices in multiple locations; supervising [~~subordinate managers, supervisors and/or~~] professional staff providing a variety of *program services*; [~~workforce investment or unemployment insurance services; interpreting and applying complex rules, regulations and policies; analyzing complex information and identifying relevant concerns, factors, tendencies and relationships;~~] preparing [~~comprehensive management~~] reports and recommendations; [~~monitoring critical office functions;~~] evaluating and revising policies and procedures; [~~establishing staffing patterns and priorities; developing and~~] implementing new services and procedures; and *developing* [~~establishing and maintaining~~] working relationships with [~~agency management, government officials and professionals in the community to improve or expand services;~~] *various stakeholders*; OR *graduation from high school or equivalent education and five years of managerial experience as described above*; OR one year of experience as an ESD Manager III in Nevada State service; OR *two years of experience as an ESD Manager II in Nevada State service*; OR an equivalent combination of education and experience as described above. (*See Informational Notes*)

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

Working knowledge of: methods and techniques of efficient administration, including all aspects of [~~unemployment insurance benefit or workforce investment~~] service delivery; administrative hearing processes and procedures; [~~other workforce related programs administered by local, State and federal agencies;~~] services, roles, and responsibilities of human services agencies within the State. **General knowledge of:** principles, theories, techniques and trends in public administration including budgeting, financial management, employee relations and governmental programs related to workforce investment or unemployment insurance services and activities. **Ability to:** review subordinate determinations and decisions and recommend appropriate action; project workload and appropriate necessary staff and equipment; conduct meetings with subordinate managers and supervisors regarding program development, coordination and implementation; develop and coordinate partnerships with other state, county and local agencies and organizations. **Skill in:** preparing [~~comprehensive~~] management reports and analysis; coordinating the functions and diverse programs of an office with a large staff or multiple locations; setting priorities to accurately reflect the needs and goals of all aspects of assigned programs; managing space, equipment and material resources and developing justifications for acquisitions; *and all knowledge, skills and abilities required at the lower levels.*

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

Ability to: manage statewide or regional unemployment insurance and/or workforce investment service delivery; review and prepare reports for management regarding office and program operations and services; develop and implement regional or statewide policies and procedures; establish standard procedures which comply with due process and other legal requirements applicable to the assignment.

ESD MANAGER III

EDUCATION AND EXPERIENCE: *Bachelor's degree from an accredited college or university in business, public administration or related field and two years of managerial experience which included supervising a staff of employees providing program services to customers of diverse backgrounds; preparing reports and recommendations; evaluating and revising policies and procedures; implementing new services and procedures; and developing relationships with various stakeholders*; OR [~~G~~] graduation from high school or equivalent education and [~~six~~] *four* years of *managerial* [~~program~~] experience *as described above*; [~~at a professional level four years of which must have included supervising a staff of employees providing the full range of unemployment insurance or workforce investment services; monitoring critical office functions; evaluating and/or revising policies and procedures; establishing staffing patterns; implementing new services and procedures; and establishing and maintaining working relationships with agency staff, government officials and professionals in the community;~~] OR one year of experience as an

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MINIMUM QUALIFICATIONS (cont'd)

ESD MANAGER III (cont'd)

EDUCATION AND EXPERIENCE: (cont'd)

ESD Manager II in Nevada State service; **OR** *two years of experience as an ESD Manager I in Nevada State service*; **OR** an equivalent combination of education and experience as described above. *(See Informational Notes)*

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

Working knowledge of: ~~[organizational structure, functions, processes, and applicable regulatory requirements related to unemployment insurance or workforce investment program service delivery;]~~ team processes and management; ~~[State and federal laws and regulations and departmental policies and procedures related to unemployment insurance or workforce investment program service delivery;]~~ principles, practices and methods required for the assigned program service delivery, management and supervision; State and agency administrative regulations. **General knowledge of:** *State and federal laws and regulations and departmental policies and procedures related to unemployment insurance or workforce investment program service delivery.* **Ability to:** establish staffing patterns and ratios and monitor critical office functions in a large operations center or multiple locations; manage the implementation of new services or procedures for a large group of employees and/or multiple locations; supervise subordinate managers and/or professional staff; forecast program and community needs for a diverse population of customers, employers, and occupations; prepare training materials and conduct formal training sessions; prepare narrative and statistical reports for management which requires compiling and analyzing diverse information from a variety of sources; administer disciplinary action; develop and implement policies and procedures for a single location or program area with a diverse customer population. **Skill in:** strategic planning and goal-setting for an office that provides a service to the public; reading, interpreting and applying difficult, technical documents, complex federal guidelines, and legal documents to implement new and revised policies and procedures; establishing and maintaining effective and cooperative working relationships with staff, representatives from other agencies, government officials, employers and professionals in the community; mediating between contending parties; negotiating and exchanging ideas, information and opinions with others in order to arrive jointly at decisions, conclusions or solutions; managing a large staff of employees performing a variety of functions and serving a diverse customer population; *and all knowledge, skills and abilities required at the lower levels.*

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

(These are identical to the Entry Level Knowledge, Skills and Abilities required for ESD Manager [III] IV.)

ESD MANAGER II

EDUCATION AND EXPERIENCE: *Bachelor's degree from an accredited college or university in business, public administration or related field and one year of managerial experience which included supervising a work unit of employees providing program services to customers of diverse backgrounds; analyzing, interpreting, and applying complex rules, regulations, policies and procedures; and preparing reports and recommendations;* **OR** **[G]** graduation from high school or equivalent education and ~~[five]~~ **three** years of *managerial [program] experience as described above;* ~~[, three years of which were at a professional level and included responsibility for managing a program or supervising a work unit (Workforce Services Representative IV, Unemployment Insurance Representative IV, or ESD Program Specialist I), providing services to customers of diverse backgrounds; interpreting and applying complex rules, regulations, policies and procedures; composing business correspondence and reports; analyzing information, problems, situations, practices or procedures and formulating conclusions to resolve program or unit-related problems; assisting complainants in a diplomatic, tactful and discreet manner; and developing and maintaining working relationships with professionals and staff outside the work unit;]~~ **OR** one year of experience as an ESD Manager I in Nevada State service; **OR** an equivalent combination of education and experience as described above. *(See Informational Notes)*

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MINIMUM QUALIFICATIONS (cont'd)

ESD MANAGER II (cont'd)

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

Working knowledge of: ~~[workforce investment programs and services;]~~ statutes and regulations governing assigned programs; workforce related programs administered by local, State, and federal agencies; organizational structure, functions, processes, and applicable regulatory requirements in the Employment Security Division; application and interpretation of federal and State laws governing assigned programs; workload standards governing program service delivery including quality, quantity and timeliness; State regulations regarding supervision and personnel administration; local market conditions within the State, local industries and demand occupations. **General knowledge of:** services, roles, and responsibilities of human services agencies within the community; government administrative processes including budgeting and internal control procedures; budget preparation and maintenance procedures; prevailing wage survey information and minimum wage laws; team dynamics, processes, consensus building and management. **Ability to:** negotiate and exchange ideas, information and opinions with others in order to arrive jointly at decisions, conclusions or solutions; perceive and define cause and effect relationships in labor market conditions; organize material, information, work flow and personnel in a systematic way to optimize efficiency; supervise staff including training, conducting performance evaluations and recommending disciplinary action; analyze workload and time distribution reports; develop recommendations to improve control and accountability for office operations; forecast program and community needs; analyze computer program requirements and communicate these to automated systems staff support; organize work flow to accomplish established goals and objectives for an organization that serves a diverse customer population. **Skill in:** negotiation and problem resolution; customer service management for a diverse population of customers; interacting with complainants in a diplomatic, tactful and discreet manner; *and all knowledge, skills and abilities required at the lower levels.*

FULL PERFORMANCE KNOWLEDGE, SKILLS, AND ABILITIES (typically acquired on the job):
(These are identical to the Entry Level Knowledge, Skills and Abilities required for ESD Manager III.)

ESD MANAGER I

EDUCATION AND EXPERIENCE: *Bachelor's degree from an accredited college or university in business, public administration or related field and three years of professional experience which included providing services to customers of diverse backgrounds; analyzing, interpreting, and applying complex rules, regulations, policies and procedures; and preparing reports and recommendations; OR [G]graduation from high school or equivalent education and five years of [program] experience as described above, three years of which were at the professional level; [~~three years of which were at a professional level and included providing services to customers of diverse backgrounds; interpreting and applying complex rules, regulations, policies and procedures; composing business correspondence and reports; analyzing information, problems, situations, practices or procedures and formulating conclusions to resolve problems; assisting complainants in a diplomatic, tactful and courteous manner; and developing and maintaining working relationships with professionals and staff outside the work unit;~~] OR one year of experience as an ESD Program Specialist I, Unemployment Insurance Representative V, or Workforce Services Representative V in Nevada State service; OR two years of experience as an Unemployment Insurance Representative IV or Workforce Services Representative IV in Nevada State service; OR three years of experience as an Unemployment Insurance Representative III or Workforce Services Representative III in Nevada State service; OR an equivalent combination of education and experience as described above. (See Informational Notes)*

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

Working knowledge of: State and federal affirmative action and equal employment opportunity laws and regulations; math computations including addition, subtraction, multiplication, division, ratios and percentages. **General knowledge of:** principles and practices of management; basic principles of

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MINIMUM QUALIFICATIONS (cont'd)

ESD MANAGER I (cont'd)

ENTRY LEVEL KNOWLEDGE, SKILLS, AND ABILITIES (required at time of application): (cont'd)
organizational management and public administration; principles and practices of training and supervision.
Ability to: read and interpret difficult technical documents, complex federal guidelines and legal documents; interpret departmental rules, regulations and policies; make oral group presentations to provide information or explain procedures and policies; establish and maintain effective and cooperative working relationships with agency staff, representatives from other agencies, government officials, employers and professionals in the community; motivate others and stimulate staff to effective action; mediate between contending parties; interact with persons of diverse backgrounds for the purpose of providing assistance or services; analyze information, problems, situations, practices or procedures to identify relevant concerns, factors, tendencies and relationships and formulate logical and objective conclusions or alternatives and their implications; interact with complainants in a diplomatic, tactful and discreet manner; use a computer for word processing and data entry and retrieval. **Skill in:** interpreting and applying complex laws, regulations, policies and procedures; writing grammatically correct, concise and understandable correspondence and reports in English; interacting with complainants in a diplomatic and tactful manner.

FULL PERFORMANCE KNOWLEDGE, SKILLS, AND ABILITIES (typically acquired on the job):
(These are identical to the Entry Level Knowledge, Skills and Abilities required for ESD Manager II.)

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:	7/1/03P	7/1/03P	7/1/03P	7/1/03P
	7/2/02PC	7/2/02PC	7/2/02PC	7/2/02PC
REVISED:	9/30/16PC	9/30/16PC	9/30/16PC	9/30/16PC
REVISED:	11/27/19UC	11/27/19UC	11/27/19UC	11/27/19UC